

WOMEN'S SERVICE LIBRARY
29 MARSHAM STREET
WESTMINSTER

House Property Mgmt.

333.3 : 331.4

current
NB. See copy recd. 6.11.33
with amendment slip attached.

*

WOMEN'S SERVICE

Choice of Career Series No. 4A.

(Secondary Schools.)

FILE COPY

NOT TO BE TAKEN AWAY

Crown Copyright Reserved

HOUSE PROPERTY MANAGEMENT (WOMEN).

Pamphlet

1. The present pamphlet is one of a series compiled by arrangement between the Incorporated Association of Head Mistresses of Public Secondary Schools and the Ministry of Labour. Its purpose is to afford useful and authoritative information to parents, teachers, and all who are concerned in advising girls from public secondary schools on the choice of a suitable career.

Introductory.

2. In the pamphlet entitled "Surveying, Land and Estate Agency, and Auctioneering" (Choice of Career Series, No. 4), reference was made to the opportunities open to the qualified woman surveyor, especially in house property management. In this pamphlet, the qualifications, training, and outlook, for the house property manager are considered in detail.

3. The modern idea underlying the management of house property is that business is in itself a service to the community. This idea and its practical application to the management of house property were developed, during the latter part of the nineteenth century, by the late Miss Octavia Hill. After some contemplation of her plan, Miss Octavia Hill, with the help of John Ruskin, purchased in 1864 property in Marylebone, London, consisting of three leasehold houses let in tenements. The houses were in a state of dirt and neglect, the drains and water supply were out of order, and repairs were needed which were vital to the health and comfort of the occupants. She set herself the task of getting into personal touch with the tenants by collecting their rent; and, when repairs and sanitation had been put in order, additional appliances and comforts were added, as the losses from the carelessness of tenants decreased. By patiently gaining the confidence of her tenants through her wise, firm, and just management, Miss Octavia Hill obtained their co-operation in achieving recognition of a higher standard of the responsibilities of tenants, and in developing pride of home and locality. In writing about "Cottage Property in London" in 1866, she says "That the spiritual elevation of a large class depended to a considerable extent on sanitary reform was, I considered, proved, but I was equally certain that sanitary improvement itself depended upon educational work among the grown-up people."

LONDON

PRINTED AND PUBLISHED BY HIS MAJESTY'S STATIONERY OFFICE

To be purchased directly from H.M. STATIONERY OFFICE at the following addresses
Adastral House, Kingsway, London, W.C.2; 120, George Street, Edinburgh
York Street, Manchester; 1, St. Andrew's Crescent, Cardiff
15, Donegall Square West, Belfast
or through any Bookseller

1932

Price 1d. Net

36-9999

363.
580
2341
H04

4. Social Service in business is the spirit underlying Octavia Hill's principles. The personal collection of rents is the pivot on which the work of the woman house property manager turns, and by means of which she establishes contact with her tenants and their houses. By the introduction of an atmosphere of goodwill and co-operation on the part of both landlord and tenant, and efficient attention to the details of management, the best interests of owner and tenant are sought by the property manager.

5. Since the experiment of the last century, the social and commercial value of house property management on the method of Miss Octavia Hill has been gaining recognition, and women now hold appointments under Municipal Authorities, voluntary Housing Societies, and under private owners. The Ecclesiastical Commissioners and the Commissioners of Crown Lands were among the earliest employers to appoint women to take charge of their housing estates; the first appointment in the former case, that of Miss Octavia Hill herself, being made as long ago as 1884. The development of Municipal and other Housing Estates, the prevention of deterioration of new property, and the transference of tenants dispossessed of condemned houses to more modern dwellings, have created a recognised need for the trained woman manager; and the wide public interest in housing matters encourages the view that the field of work open to qualified managers is increasing.

The Scope of Professional Duties.

6. The essential duties of management are:—

1. The collection of rents.
2. The ordering, checking, and pricing of repairs.
3. Work in connection with Rates and Taxes—agreeing (or disputing) new assessments, checking and payment of demands, etc.
4. The selection and placing of new tenants.
5. Office organisation; keeping of accounts; repairs and tenancy records, etc.

Where the clearance of old dwellings and the rehousing of the tenants has to be undertaken, there must, in addition to the usual duties of a house agent, be added a knowledge of social conditions and problems, and the ability to deal with individual cases according to special requirements. The reconditioning of old property, the housing of difficult tenants, the transference of slum dwellers to more modern accommodation, are some of the many problems which the house property manager may have to solve. The help and advice of a woman manager can be invaluable when families who have lived in slum conditions with a low standard of comfort and of housekeeping are removed to more up-to-date houses. In many cases the tenants, through lack of knowledge, have been unable to use and cleanse the appliances they find in their new homes; to prevent the deterioration of baths, sinks and flues, which is bound to result from such ignorance, the trained woman manager can, with skill and tact, not only safeguard the property in her charge, but also guide her tenants to a mode of living which will bring in its train happiness and a proper pride in their homes. The personal link between manager and tenant, which may be established during the selection of tenants, is kept up by the regular personal visits involved in the collection of rent and the supervision of repairs. Tenants are encouraged to point out any defect in the state of repair of the house, and to co-operate generally with a sympathetic manager, whose business and social duty demands prompt attention to such matters.

Qualifications.

7. Personal.

As for other careers, the personal qualifications of the house property manager are of the highest importance. Breadth of outlook, a sense of humour, wise judgment, tact, firmness, and adaptability, are some of the attributes of value for the work. A University course is considered to be the best preparation for the shortened vocational training, which has been arranged to meet the special demands of the time. But, while the University woman, with her trained mind and background of wide contacts, should find the handling of people and affairs and the acquisition of the necessary technical training comparatively easy, there is no reason why selected women of similar outlook and temperament, who have not had the advantages of a University education, should not succeed equally well after an appropriate course of training. Experience in a first-class business office including book-keeping and office routine has shown itself an excellent introduction; so also has a varied course of definitely designated "social" work.

8. Technical.

On the technical side of the work, degree courses in Estate Management (see para. 17), Mathematics, Science, Commerce, Economics, or Law, besides tending to develop a desirable breadth of outlook, are helpful severally in the quick attainment of the knowledge necessary for such matters as dealing with repairs, office organisation, tenancy, and Law Court work. University diploma courses in Social Study, which include both theoretical work and practical experience, would also provide a substantial foundation for the more definitely vocational instruction. The periods of these courses vary from as little as one year in the case of the University graduate to three years for the girl who enters upon the training directly on leaving her secondary school at about the age of 18; a two-year course being perhaps the normal. The actual business of collecting large sums of money in small amounts, and the consequent detail in accountancy, demand great accuracy and precision; these and business dealings with contractors and workmen in connection with repairs, making out specifications, and passing estimates and prices, all need practical training and experience. The property manager is required to have knowledge of the laws affecting Landlord and Tenant, Sanitation, etc.—and should have knowledge of Police and County Court procedure for the recovery of Possession and Arrears.

Professional Training.

9. Practical and Theoretical.

For both the graduate and the non-graduate, practical work under an experienced house property manager is an essential part of the training, and may extend over a period of one to two years. In special circumstances it is sometimes possible for the period of practical training to be reduced for the University graduate.

Practical training in London may be obtained under two separate schemes: that of Miss M. M. Jeffery, 23A, Cumberland Market, London, N.W.1, who manages property in that district for the Commissioners of Crown Lands; or that of the Association of Women House Property Managers, the address of whose Secretary is Abford House, Wilton Road, London, S.W.1.

10. The usual course under the first-mentioned scheme includes practical work on the Estates and preparation for the examinations of the Chartered Surveyors' Institution through the College of Estate Management (see para. 14). The training is specially designed to equip women for posts as Housing Managers and Assistants on Municipal Housing Estates. The training syllabus is divided into two parts, of which Part I equips for the

Assistant's qualification, and Parts I and II for the full qualification of Manager. Special instruction is given weekly in the office on difficult points, social, economic, and legal, arising out of practical work. No training fee is charged in connection with this scheme, though the candidate would have to bear the cost of tuition, examination fees, and books, in preparation for the Chartered Surveyors' Institution Examinations: a Loan Fund has, however, been established to assist students in this connection.

11. Training under the scheme of the Association of Women House Property Managers ordinarily extends over a period of one to two years; the student, who is required to be at least 20 years of age, being on probation for the first month. Practical training is arranged for students by the Association on at least three separate estates. At the discretion of the Executive Committee of the Association, an "Assistant Manager's Certificate" may be given on the result of a year's work, and a "Manager's Certificate" to a fully qualified student. The fee charged by the Association for training is 20 guineas. In addition, there would be the cost of tuition and examination fees for the technical qualifications.

12. Both schemes provide for lectures to the students, who also have access to libraries of books on professional subjects.

13. In addition to training facilities in London, a scheme has recently been arranged by the County Borough of Rotherham, Yorkshire. Under this scheme, practical training in house property management is provided in the Estate Manager's Office of the Town Clerk's Department. Two types of trainees are received, University graduates and non-graduate candidates for the Examinations of the Chartered Surveyors' Institution. In both cases a salary is paid after six months. A training centre in Birmingham, in connection with the C.O.P.E.C. House Improvement Society, Ltd., and a local Estate Office, is being established. The Rotherham and Birmingham schemes are linked up with Miss Jeffery's scheme in London.

14. While undergoing practical training, the student is allowed time for general study, for attendance at lectures, or for tuition otherwise in preparation for the Examinations of the Chartered Surveyors' Institution or other technical qualification. Professional membership of the Chartered Surveyors' Institution has for some time been the generally recognised qualification for all classes of property and estate management. The details of the examinations for this qualification are given in Pamphlet No. 4 of this series, from which also may be estimated the approximate expenditure involved in preparing for and taking those examinations. The Institution holds separate examinations in Scotland under somewhat different regulations from those of the London examinations; particulars of these may be obtained from the Secretary, Chartered Surveyors' Institution (Scottish Branch), 189, St. Vincent Street, Glasgow. There is another body in Scotland concerned with the profession of Surveying, viz., The Faculty of Surveyors of Scotland, the address of whose Secretary is 37, Melville Street, Edinburgh. Members of this body, however, specialise in Building and Quantity Surveying; training involves a five years' apprenticeship, and up to the present, though not debarred from so doing, no women have attained the Faculty's qualification.

15. Women House Property Managers Certificate.—In order to meet the need of those Women House Property Managers engaged in a field of practical work which does not enable them to comply with the training requirements which have to be fulfilled by candidates desirous of sitting for the Intermediate and Final Examinations of the Chartered Surveyors' Institution with a view to corporate membership, the Institution in November, 1931, made arrangements for the granting of the Women House Property Managers Certificate. In order to be eligible for the Certificate Examination candidates are required to have attained a suitable standard of general education,

and unless they have passed one of the specified examinations accepted in lieu thereof such as the School Leaving Certificate Examination, they are required to pass the Preliminary Examination or Special Test of the Institution. Candidates must show that they are actually engaged in offices where they are obtaining practical experience in their profession and must have undergone a minimum period of twelve months' approved training.

16. The Certificate Examination will be held annually in March at the same time as the ordinary examinations of the Institution, and the subjects of the examination will be as follows:—

1. Central and Local Government (Outline of).
2. Construction of Buildings.
3. Dilapidations (Management and Valuation of).
4. Draughtsmanship.
5. Economics (Elements of).
6. Estate Accounts.
7. Fixtures and Dilapidations (Law of).
8. Landlord and Tenant.
9. Local and Imperial Taxation and tithe rent charge.
10. Report.
11. Sanitation as applied to houses.

Candidates who must be at least 19 years of age at the date of the examination will be required to submit an application on a form to be obtained from the Secretary of the Institution setting forth particulars of professional training and experience. The form, with the fee of 5 guineas, must be submitted to the Council for approval not later than the end of the month of September preceding the examination for which the candidate desires to enter. Successful candidates will be granted a Certificate entitling them to describe themselves as holders of the Certificate of the Chartered Surveyors' Institution for Women House Property Managers. The Certificate will be valid for five years subject to the payment by the holder of an annual subscription of one guinea. On the expiration of five years, the holder will be entitled to apply for a renewal of the Certificate, and the Council of the Institution if satisfied that the holder is still engaged in the practice of her profession may renew it on the same terms.

Should the holder of a Certificate subsequently wish to obtain corporate membership of the Institution, the Council on being satisfied that her training and the work on which she is engaged are sufficiently comprehensive of the ordinary duties of the practising surveyor to justify such membership, may permit her to complete her examination qualification by passing in those subjects of the Intermediate and Final Examinations of the Institution which are not included in the Certificate Examination.

17. The Sanitary Science Certificate of the Royal Sanitary Institute is also suggested by the Association of Women House Property Managers as a useful qualification, especially in the case of the candidate of more advanced age who may find difficulty in undertaking the full course of study for the Surveyors' qualification.

Scottish students who may wish to obtain particulars of the examinations of the Royal Sanitary Association of Scotland, which embrace Sanitary Engineering, Sanitary Law and Administration, etc., should write to the Secretary of the Association at 88, Bath Street, Glasgow.

18. The Bachelor of Science Degree (Estate Management) of the University of London is a qualification which carries with it exemption from the Intermediate and Final Examinations of the Chartered Surveyors' Institution, and would therefore be an alternative qualification for the examinations of that body. Candidates for corporate membership of the Institution must, however,

satisfy that Body as to the nature and extent of their practical, as distinct from their academic attainments, and it would therefore be advisable to consult the Secretary of the Institution as to eligibility for membership from this aspect. As the degree course covers the whole ground of Property and Estate Management and is likely to be increasingly pursued by women, details of the course are given below (para. 19).

19. The syllabus of the Examinations for the Bachelor of Science Degree in Estate Management of London University is as follows:—

Intermediate Examination.

PART I.

Land Surveying, including its mathematics and draughtsmanship.
Economics.

Agriculture, including History of Agriculture, or Town Planning
(History and Data).

PART II.

Accounting and Business Organisation.
The English Law relating to Land.

The Final Examination also consists of two parts, which may be taken at the same time or separately, but Part II cannot be taken before Part I.

Final Examination.

PART I.

1. The Theory and Principles of the Valuation of Land and Buildings.
2. The History and Principles of Taxation and Tithe.
3. The English Law relating to Land.

PART II.

4. The Construction of Buildings, and one of the following groups of subjects:—

Group A.

5. Agriculture.
6. Forestry.
7. Agricultural Law.

Group B.

8. Town Planning and Estate Management.
9. Sanitation.
10. Municipal and Local Government Law.

20. The fees for complete whole-time courses at the College of Estate Management vary with the length of training, and average from:—

50 guineas for 1 term's tuition to 100 guineas for 3 terms' tuition.

The fees for postal tuition are:—

24 guineas for 12 months' tuition for the Intermediate Exam.

or 28	„	„	24	„	„	„	„	„	„	„
and 28	„	„	12	„	„	„	„	„	Final Exam.	„
or 32	„	„	24	„	„	„	„	„	„	„

The fees for postal or evening tuition for the new Women House Property Managers Certificate are:—

- 20 guineas for 12 months' tuition, or
- 22 guineas for 18 months' tuition, or
- 24 guineas for 24 months' tuition.

The fees for Day Classes at the College in preparation for the Certificate Examination would be at the same rate as above.

21. In the Provinces there are certain University and senior Technical Courses, such as the Building Surveyors' Course at the Manchester College of Technology and the Building Course in the Department of Applied Science in Sheffield University, which provide instruction in subjects of direct interest to the intending house property manager.

Prospects.

22. The appointment of women as Managers of Municipal Housing Estates has been a special mark of development since 1927. The demand seems likely to continue, and will probably increase as Bad Area Clearance Schemes are formulated. Women Managers and Assistants have been appointed in Bebington and Bromborough, Bolton, Cambridge, Cheltenham, Chester, Chesterfield, Hastings, Hendon, Leeds, Norwich, Rotherham, Walsall and West Bromwich.

The City of Westminster was the first Municipality in London to appoint a full time Woman Manager, although women had previously been at work for the Boroughs of St. Pancras, Kensington and Chelsea. The London County Council has now appointed trained women as Resident Superintendents on some of its estates. In addition, Housing Associations, Industrial Companies and Private Owners are employing trained Women Managers in increasing numbers.

23. The minimum remuneration for a manager is £250, but certain posts carry a higher commencing salary. Some appointments are made on a commission basis varying from 7½ per cent. to 10 per cent. on the amount of rents collected. The minimum salary for a qualified assistant is £180, but some trainee posts are arranged at a lower figure. Municipal workers are generally expected to contribute to a Superannuation Scheme.

24. The prevention of deterioration of new housing estates into the slums of the future, the reconditioning of old property, and the demolition of slum buildings, with the human problems involved, seem to offer an extending field of work.

25. The practical development of the profession of house property manager is, as will be seen, comparatively new. There is no doubt that her appointment is regarded as advantageous by many housing authorities, but it is impossible yet to estimate how rapid the advancement of the work may be. In the circumstances, it may be necessary at a later stage to qualify the information given in this pamphlet to meet current changes.

Bibliography.

26. The Examination Regulations of the Chartered Surveyors' Institution may be obtained from the Secretary, 12, Great George Street, London, S.W.1. Intending candidates for the Bachelor of Science Degree (External) in Estate Management should apply to the External Registrar, University of London, South Kensington, London, S.W.7, for the relevant regulations.

Particulars of Miss Jeffery's scheme may be obtained from 23A, Cumberland Market, London, N.W.1, and the Association of House Property Managers' Training Scheme leaflet from Abford House, Wilton Road, London, S.W.1.

Regulations for the Sanitary Science Certificate of the Royal Sanitary Institute may be obtained from the Secretary, Royal Sanitary Institute, 90, Buckingham Palace Road, London, S.W.1.

27. "House Property and its Management," by Edith Neville and M. M. Jeffery (Allen and Unwin), gives a brief history of the part that management has played in housing problems. It contains some papers written by the late Miss Octavia Hill. Other relevant publications include "House Property and Estate Management on Octavia Hill Lines," by M. M. Jeffery (Charity

Organisation Society Occasional Paper No. 12, Fifth Series); "Octavia Hill's Early Ideals," by Mrs. Maurice (George Allen and Unwin, 1928; 7s. 6d.); "Women House Property Managers," by J. M. Upcott, with forewords by Lady Astor, M.P., and Mrs. Wintringham, M.P., published by "The Building News" (6d. net) and obtainable from the Association of Women House Property Managers.

Montagu House,
Whitehall, London, S.W.1.

February, 1932.

List of Pamphlets within this Series already Published.

<i>No.</i>	<i>Title.</i>	<i>Price.</i>
1	Chemistry and Physics	2
2	Pharmacy	2
3	Veterinary Surgery	2
4	Surveying, Land and Estate Agency, and Auctioneering	2
5	Architecture	2
6	Accountancy	2
7	Laundry Management (Women)	1
8	The Merchant Navy (Navigating Officers)	2
9	Domestic Science	2
10	Commerce	2
11	Librarianship	2
12	Banking and the Money Market	2
13	Insurance	2