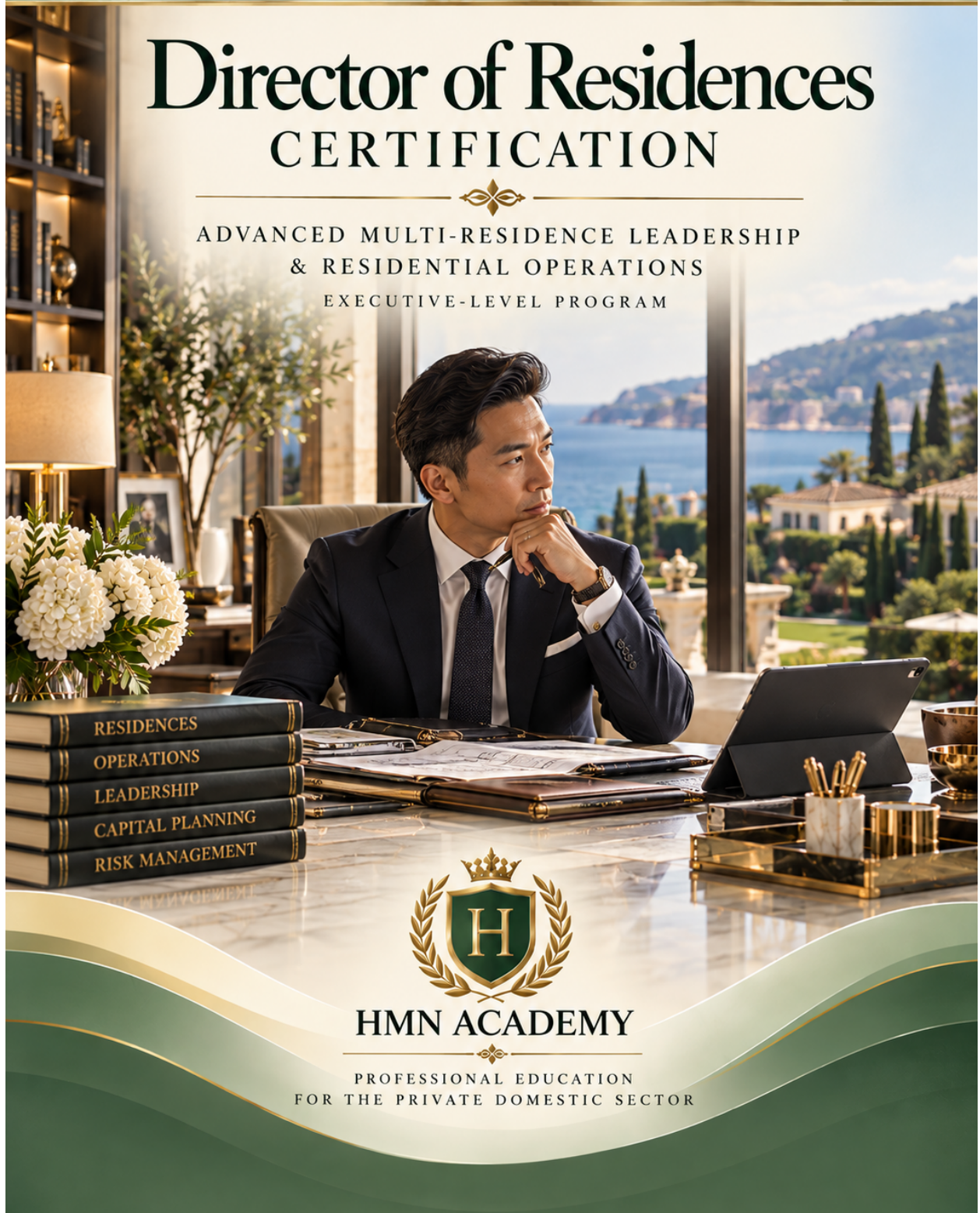


HMN-ACADEMY
PROFESSIONAL EDUCATION FOR PRIVATE SERVICE

Director of Residences CERTIFICATION

ADVANCED MULTI-RESIDENCE LEADERSHIP
& RESIDENTIAL OPERATIONS
EXECUTIVE-LEVEL PROGRAM



HMN ACADEMY

PROFESSIONAL EDUCATION
FOR THE PRIVATE DOMESTIC SECTOR

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM

PROGRAM OVERVIEW

The Director of Residences Certification is an advanced professional training program designed to prepare experienced private-service professionals for executive-level leadership, strategic oversight, and operational management of complex residential portfolios.

The curriculum develops the capabilities required to oversee multiple residences, establish governance and operating standards, manage residential teams, coordinate projects and capital investments, oversee financial performance, mitigate risk, and ensure exceptional residential operations across diverse locations and property types.

Through this program, students develop the strategic judgment, leadership capability, organizational discipline, and executive perspective required to serve as a trusted residential advisor to principals, family offices, and senior stakeholders.

WHO THIS PROGRAM IS FOR

- Experienced private-service professionals preparing to advance into Director of Residences positions
- Current Directors of Residences seeking to strengthen their executive leadership and operational capabilities
- Estate Managers, House Managers, and senior residential managers preparing for multi-residence responsibilities
- Professionals working across private households, family offices, or residential property portfolios
- Senior professionals responsible for coordinating multiple residences, teams, managers, vendors, or projects
- Professionals seeking to develop the strategic judgment, leadership, and operational expertise required for advanced residential management positions

ADMISSION REQUIREMENTS

The Director of Residences Certification is an advanced executive-level professional program intended for experienced professionals preparing for or currently holding positions involving residential portfolio oversight, organizational leadership, and complex property operations.

- **Professional Experience:** Applicants should have a minimum of 7 years of relevant professional experience, including substantial responsibilities in household management, estate management, residential operations, or private-service leadership.
- **Multi-Residence Experience:** Applicants with a minimum of 5 years of progressive experience involving oversight of multiple residences, residential teams, property operations, or complex residential portfolios may also be considered.
- **Related Senior Leadership Experience:** Applicants with a minimum of 10 years of progressive professional experience in luxury hospitality, property management, facilities management, or a closely related field, including significant management, operational, or financial responsibilities, may also be considered.
- **Education:** A college degree is not required. Relevant higher education, professional certifications, and advanced management training may be considered favorably during the admissions review.

Previous employment specifically under the title of Director of Residences is not required. Qualified applicants may come from Estate Manager, House Manager, Director of Operations, residential property management, luxury hospitality, or related senior leadership backgrounds.

Meeting the minimum admission requirements does not guarantee acceptance into the Director of Residences Certification program. All applications are reviewed individually, and admission is granted at the discretion of HMN-Academy based on the applicant's professional experience, qualifications, demonstrated level of responsibility, and overall alignment with the program.

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM

PROGRAM FORMAT

- Delivery: Self-Paced Online Executive Certification
- Completion Timeline:
 - As little as 12-16 weeks with full-time dedication
 - Approximately 6-9 months on a part-time basis

PROGRAM COMPONENTS INCLUDE:

- Comprehensive, structured executive-level reading materials
- Professionally developed video presentations aligned with course content
- Case studies based on real-world multi-residence operations and executive scenarios
- Applied assignments and practical executive exercises
- Knowledge checks throughout each chapter
- Professional checklists and operational resources
- Graded case studies and applied assignments
- Comprehensive 200-question final examination
- 30/60/90-Day Portfolio Leadership & Operations Plan
- Video presentation of the 30/60/90-Day Plan

EMPLOYMENT DISCLAIMER

Successful completion of the program and/or earning the Director of Residences Certification does not guarantee employment, job placement, promotion, or a specific level of compensation within the private-service or family office sectors. Employment outcomes depend on multiple factors, including a candidate's prior experience, education, professional qualifications, demonstrated knowledge and competencies, leadership experience, references, interview performance, geographic market, and individual employer requirements. Completion of the program is designed to strengthen executive-level knowledge, professional preparedness, and competitive positioning within the private-service sector but should not be interpreted as a guarantee of employment or advancement.

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DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM SYLLABUS

COURSE CURRICULUM:

Chapters & Key Modules

CHAPTER 1.

THE DIRECTOR OF RESIDENCES ROLE & RESIDENTIAL PORTFOLIO LEADERSHIP

- Module 1. Defining the Director of Residences Role
- Module 2. Director of Residences vs. Estate Manager, House Manager, and Chief of Staff
- Module 3. Transitioning from Estate Management to Portfolio-Level Leadership
- Module 4. Establishing Authority Across Residence Managers and Property Teams
- Module 5. Operating Between Principals, Family Offices, and Residential Operations
- Module 6. Executive Accountability, Strategic Oversight, and Director-Level Value

CHAPTER 2.

MULTI-RESIDENCE PORTFOLIO GOVERNANCE & OPERATING STANDARDS

- Module 1. Structuring Governance Across a Portfolio of Residences
- Module 2. Establishing Residence-Level and Portfolio-Level Responsibilities
- Module 3. Creating Consistent Operating and Service Standards Across Properties
- Module 4. Balancing Portfolio Standardization with Property-Specific Requirements
- Module 5. Establishing Reporting Lines & Decision Rights Across the Portfolio
- Module 6. Maintaining Portfolio-Wide Operational Visibility
- Module 7. Conducting Residential Standards Reviews and Correcting Inconsistencies
- Module 8. Managing Geographic, International, and Portfolio Complexity

CHAPTER 3.

ORGANIZATIONAL DESIGN, LEADERSHIP & MANAGEMENT ACCOUNTABILITY

- Module 1. Designing Management Structures Across Multiple Residences
- Module 2. Determining Appropriate Staffing and Management Models
- Module 3. Leading Estate Managers, House Managers, and Department Heads
- Module 4. Delegating Authority and Establishing Management Accountability
- Module 5. Management Meetings, Leadership Communication, and Coordination
- Module 6. Identifying Leadership, Staffing, and Organizational Gaps
- Module 7. Managing Leadership Performance and Corrective Action
- Module 8. Management Succession, Coverage, and Leadership Continuity

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM SYLLABUS

COURSE CURRICULUM:

Chapters & Key Modules

CHAPTER 4.

EXECUTIVE REPORTING & PRINCIPAL COMMUNICATION

- Module 1. Determining What the Principal and Family Office Need to Know
- Module 2. Developing Executive Residential Reports & Executive Portfolio Dashboards
- Module 3. Reporting Exceptions, Risks, Variances, and Emerging Concerns
- Module 4. Presenting Recommendations and Decision-Ready Information
- Module 5. Structuring Weekly, Monthly, and Quarterly Portfolio Reviews
- Module 6. Managing Communication Across Principals, Family Offices, and Residential Leadership
- Module 7. Establishing Escalation Protocols and Decision Thresholds

CHAPTER 5.

RESIDENTIAL PORTFOLIO FINANCIAL OVERSIGHT

- Module 1. Portfolio-Level Residential Budget Oversight
- Module 2. Consolidating Financial Information Across Residences
- Module 3. Budget-to-Actual Review and Portfolio Variance Analysis
- Module 4. Residential Forecasting and Long-Range Financial Planning
- Module 5. Capital Expenditure Prioritization Across the Portfolio
- Module 6. Evaluating Cost Pressures, Resource Allocation, and Operational Efficiency
- Module 7. Financial Controls, Approval Authority, and Executive Financial Reporting

CHAPTER 6.

CAPITAL PLANNING, PROPERTY LIFECYCLE & MAJOR PROJECTS

- Module 1. Developing Multi-Year Capital Plans Across Residences
- Module 2. Asset Lifecycle Planning and Long-Term Property Requirements
- Module 3. Prioritizing Renovations, Improvements, Major Repairs, and Replacements
- Module 4. Establishing Major Project Governance, Budgets, and Reporting Structures
- Module 5. Overseeing Residence Managers, Project Managers, and Professional Teams During Major Works
- Module 6. Monitoring Project Progress, Change Orders, Financial Exposure, and Schedule Risk
- Module 7. New Residence Acquisition, Operational Onboarding, and Portfolio Integration
- Module 8. Residence Closure, Decommissioning, and Major Property Transitions

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM SYLLABUS

COURSE CURRICULUM:
Chapters & Key Modules

CHAPTER 7. STRATEGIC PROCUREMENT, VENDORS & CONTRACT GOVERNANCE

- Module 1. Developing Portfolio-Wide Procurement and Vendor Strategy
 - Module 2. Consolidating Purchasing and Services Across Residences
 - Module 3. Strategic Sourcing, Competitive Procurement, and Portfolio Negotiation
 - Module 4. Contract Governance, Renewals, Service Levels, and Performance Requirements
 - Module 5. Managing High-Value, Mission-Critical, and Portfolio-Wide Vendor Relationships
 - Module 6. Evaluating Vendor Performance, Cost Efficiency, Dependency, and Continuity Risk
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CHAPTER 8. RESIDENTIAL RISK, SECURITY, READINESS & OPERATIONAL CONTINUITY

- Module 1. Assessing Risk Across the Residential Portfolio
 - Module 2. Establishing Residential Emergency, Security, and Crisis Governance
 - Module 3. Coordinating Residence-Level Emergency Plans Across the Portfolio
 - Module 4. Protecting Principal Privacy, Residential Information, and Property Security
 - Module 5. Principal Movement, Arrival, Departure, and Residence Readiness
 - Module 6. Managing Seasonal Occupancy, Extended Absences, Family Members, and Guests
 - Module 7. Managing Major Residential Incidents and Operational Disruptions
 - Module 8. Operational Continuity, Recovery, and Post-Incident Improvement
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CHAPTER 9. TECHNOLOGY, SYSTEMS & PORTFOLIO INTELLIGENCE

- Module 1. Creating Centralized Residential Management Systems
- Module 2. Establishing a Portfolio-Wide Single Source of Truth
- Module 3. Building Operational Dashboards & Management Metrics
- Module 4. Integrating Maintenance, Finance, Staffing, Inventory, Vendor, and Project Information
- Module 5. Access Controls, Information Governance, and Data Accountability
- Module 6. Evaluating Technology and System Requirements Across the Portfolio
- Module 7. Using Operational Data to Identify Trends and Drive Portfolio Decisions

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM SYLLABUS

COURSE CURRICULUM:

Chapters & Key Modules

CHAPTER 10.

PERFORMANCE MANAGEMENT & OPERATIONAL EXCELLENCE

- Module 1. Establishing Residential KPIs and Performance Expectations
 - Module 2. Evaluating Property, Management-Team, and Portfolio Performance
 - Module 3. Conducting Operational Reviews and Residential Performance Audits
 - Module 4. Identifying Recurring Failures, Operational Gaps, and Root Causes
 - Module 5. Developing and Monitoring Corrective Action Plans
 - Module 6. Benchmarking Performance Across Residences
 - Module 7. Improving Efficiency Without Compromising Service Standards
 - Module 8. Building a Culture of Accountability and Continuous Improvement
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CHAPTER 11.

DIRECTOR-LEVEL JUDGMENT & DECISION-MAKING

- Module 1. Decision-Making at the Director Level
- Module 2. Determining When to Act, Delegate, Escalate, or Advise
- Module 3. Making Decisions with Incomplete or Evolving Information
- Module 4. Balancing Principal Preferences, Risk, Cost, Service Standards, and Operational Requirements
- Module 5. Managing Competing Priorities Across the Residential Portfolio
- Module 6. Leading Through Complex and High-Consequence Situations
- Module 7. Maintaining Executive Presence, Professional Judgment, and Leadership Credibility

DIRECTOR OF RESIDENCES CERTIFICATION PROGRAM SYLLABUS

COURSE CURRICULUM:

Chapters & Key Modules

CHAPTER 12.

CAREER POSITIONING FOR DIRECTOR-LEVEL PRIVATE SERVICE

- Module 1. Transitioning from Estate Manager to Director of Residences
- Module 2. Presenting Portfolio-Level Leadership and Management Experience
- Module 3. Building a Director-Level Resume and Professional Profile
- Module 4. Interviewing for Director of Residences Positions
- Module 5. Demonstrating Executive-Level Residential Leadership Competency
- Module 6. Compensation, Benefits, Employment Structures, and Long-Term Career Progression

CHAPTER 13.

DIRECTOR OF RESIDENCES FINAL CERTIFICATION ASSESSMENT

COMPREHENSIVE FINAL EXAMINATION

- 200-question examination
- Covers the key concepts, knowledge, and executive competencies from all 12 chapters
- Multiple-choice format
- Assesses your understanding and ability to apply the principles of multi-residence leadership and residential operations

APPLIED EXECUTIVE ASSESSMENT

- 30-60-90 day implementation plan
- Recorded presentation via YouTube (20-30 minutes)

CERTIFICATION

Upon successful completion (passing grade of 80%), students will receive a certification in Director of Residences, recognizing their training in multi-residence leadership and residential operations.

HMN Academy

A career as a Director of Residences requires more than experience—it requires strategic leadership, operational excellence, and the ability to oversee complex residential portfolios at the highest standard.

This certification is designed for experienced professionals who are committed to advancing their expertise and leading multi-residence operations with *confidence and professionalism*.

Whether you are strengthening your current role or preparing for the next level, the investment in your *knowledge and skills* will define your long-term success.

The time to elevate your career is now.

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HMN ACADEMY

PROFESSIONAL TRAINING FOR PRIVATE HOUSEHOLD
& ESTATE MANAGEMENT