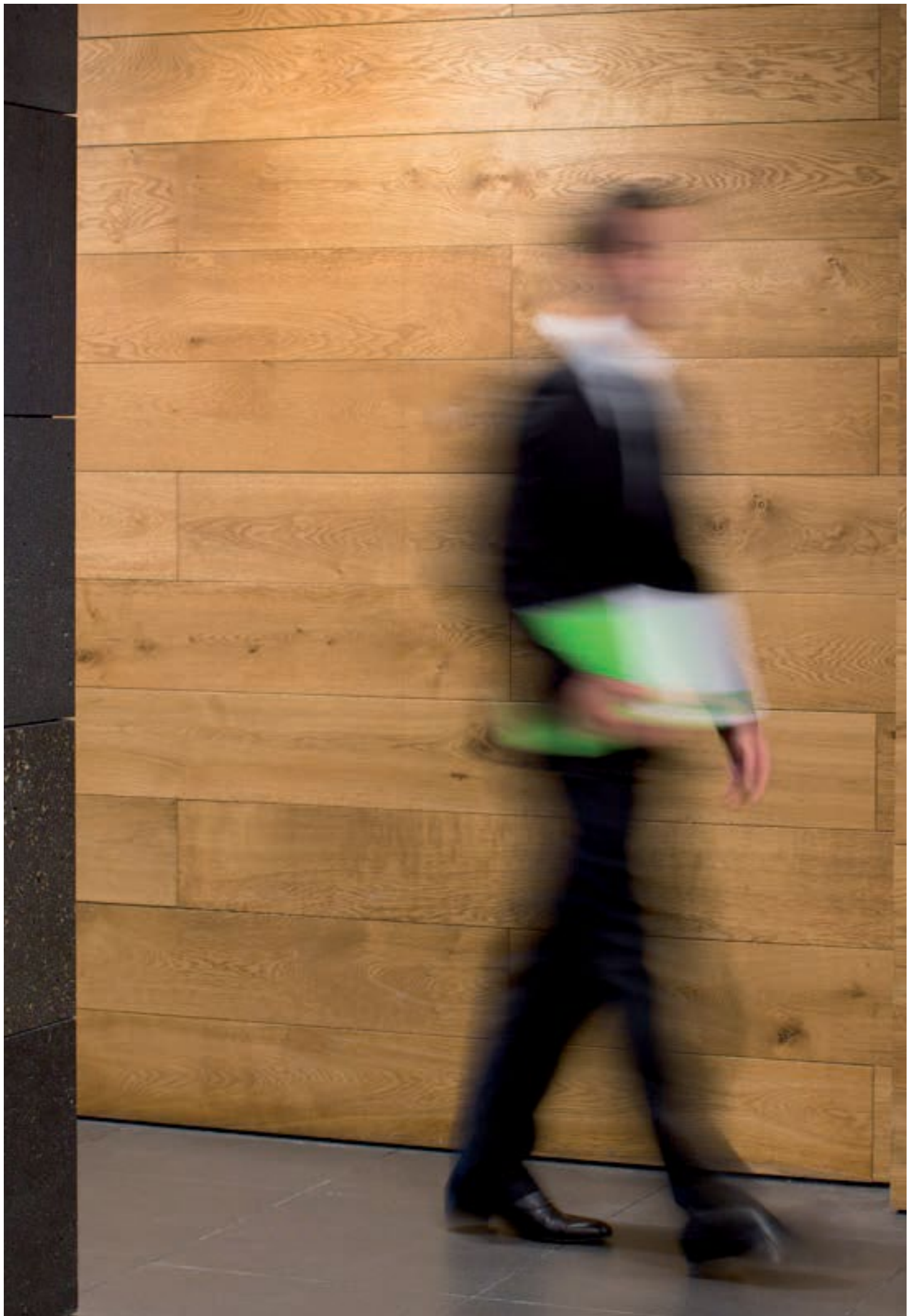




Goodman⁺



Goodman internship 2018



Contents

- 1 Introduction
- 2 Program objectives
- 3 Learning and development
- 4 Roles and responsibilities
 - + Interns
 - + Mentors
 - + Human Resources
- 5 Coaching and mentoring program
- 6 Performance management
- 7 Goodman values
- 8 Employment arrangements
- 9 Intern's comment survey
- 10 Manager's performance rating
- 11 Job descriptions





The Goodman Internship (Good + Internship) is a professional development program designed to give Interns the knowledge, skills and experience required to move into a property or property-related role after graduation.

1 Introduction

Applications are currently being accepted for the 2018 Goodman Internship. The aim of this professional development program is to provide the successful student with an insight, before graduation, into what it takes to be a successful property professional. In this 12 months flexible (part-time) placement, the intern will be mentored by a department head and / or senior manager and rotated through all areas of the property services including:

- + Property Management
- + Leasing and Business Development
- + Investment Management
- + Facilities Management
- + Project Management
- + Capital Transaction

During the program, Interns will also be provided with support from mentors, peer support groups, training courses and/or on the job training.

2 Program objectives

The Good + Internship is considered to be the first step towards a successful career in property related industry. The overall objective of the program is that Interns will develop a basic understanding of different parts of our business, as well as what it takes to start their career in relevant areas as Property, Property Finance or related roles after graduation.

The program will ensure that:

- + Interns develop a basic understanding of the Goodman Property Services, Investment Management, Project Management and/or Capital Transactions
- + The skills, attributes and knowledge of the Interns are developed and evaluated through formal on the job training and development opportunities
- + Goodman maintains a skill base for future development

3 Learning and development

The Good + Internship has been designed to ensure a range of integrated, challenging and targeted learning and development opportunities are offered to Interns.

Development opportunities will include, but are not limited to:

- + Goodman induction
- + Basic industry skills and knowledge
- + Meeting key staff
- + On the job training
- + Property Tour/s
- + Regular meetings with supervisor/mentor
- + Meetings with relevant department heads / or Human Resources



4 Roles and responsibilities



Interns are responsible and accountable for:

- + Satisfactory attendance and performance on the job
- + Attendance and participation at training
- + Timely completion of assessment requirements
- + Appropriate communication with their mentor and other team members
- + Ensuring their understanding of the program objectives
- + Taking personal responsibility for the quality of their own learning and development



Mentors are responsible and accountable for:

- + Preparation for the candidate's arrival
- + Providing sufficient and stimulating work
- + Monitoring and assessing performance
- + Providing structured supervision and feedback on performance
- + Conducting performance meetings upon completion of each session
- + Assessing simple workplace assignments



Human Resources are responsible and accountable for:

- + Managing contractual arrangements to ensure the delivery of a quality internship program
- + Determining program objectives, policies and procedures
- + Ensuring administrative processes run smoothly
- + Monitoring and reviewing the progress for continuous improvement of the program
- + Facilitation of the performance management process with Interns





5 Coaching and mentoring program

Interns participating in the internship program will be assigned a mentor in each session. The role of each mentor is to provide support and direction to the candidate during the program. The assigned mentor will usually be a department head or senior / experienced employee nominated by the department head.

Mentors are responsible and accountable for:

- + Preparation for the candidate's arrival
- + Providing sufficient and stimulating work
- + Monitoring and assessing performance
- + Providing structured supervision and feedback on performance
- + Conducting performance meetings upon completion of each session
- + Assessing simple workplace assignments

6 Performance management

As part of the program, each intern will formally be measured against key competencies. The intern will meet with his / her mentor upon completion of each session. At this formal performance review the intern will also be encouraged to provide progress feedback via the Goodman Intern's Comment Survey.

In addition, each Intern will be rated by his / her mentor against the following key competencies:

- + Job technical knowledge
- + Initiative and problem solving
- + Personal effectiveness and self management
- + Work output – quality and volume
- + Sharing knowledge and teamwork
- + Customer service (internal and external)
- + Communication

Please see Intern's Comment Survey (attachment A) and Manager's Performance Rating (attachment B) for further clarification.

On completion of the twelve months program a final evaluation will take place. Interns will have the opportunity again to formally meet with their mentor to seek feedback on their development and performance, as well as provide their own comments on their overall experience.

7 Goodman values

At Goodman, we pride ourselves on our organisational culture and values. These values include:

- + performance+drive
- + customer+focus
- + open+fair
- + innovative+dynamic
- + team+respect

These corporate values form such a strong part of the Goodman culture and are a big part of the way we do business.

8 Employment arrangements

Internship program

Interns are employed on a part-time twelve months (8-16 hours per week and full time during summer) temporary contract. Interns are provided with thorough on the job training during the internship period starting from 2018 tentatively and are allocated mentor(s) in the form of experienced Property Professionals to gain full exposure to the Property role.

A detailed job description is outlined in Attachment C.

Interns will also have the ability to gain exposure to various parts of the business.

Intern's comment survey

Attachment A



Intern's name	
Mentor's name	
Period with the mentor/team	
Department	
Date	

This questionnaire provides you with the opportunity to let us know your views regarding your mentor and the internship program. Please let us know your comment.

For any questions or further assistance, please contact Human Resources.

Items	Highly unsatisfied 1	Unsatisfied 2	Somewhat satisfied 3	Satisfied 4	Highly satisfied 5
Variety of tasks	1	2	3	4	5
Relationship with mentor	1	2	3	4	5
Goodman culture and you	1	2	3	4	5
Quality of mentor(s)	1	2	3	4	5
Clarity of your objectives	1	2	3	4	5
Challenges provided	1	2	3	4	5
Exposure to the Goodman business	1	2	3	4	5
Strength of teamwork at Goodman	1	2	3	4	5
Resources / Support provided	1	2	3	4	5
Physical work environment (desks, office, etc)	1	2	3	4	5
Program content	1	2	3	4	5

Intern's comment survey (cont)

Attachment A



What works well?

Large empty grey rectangular area for writing responses to the question "What works well?".

Frustrations/barriers:

Large empty grey rectangular area for writing responses to the question "Frustrations/barriers:".

Overall comments:

Large empty grey rectangular area for writing responses to the question "Overall comments:".

Manager's performance rating

Attachment B



Intern's name	
Mentor's name	
Period with the mentor/team	
Department	
Date	

This questionnaire provides you with the opportunity to let us know your views regarding your mentor and the internship program. Please let us know your comment.

For any questions or further assistance, please contact Human Resources.

Competencies	Not applicable 1	Improvement required 2	Meets requirements 3	Exceeds requirements 4	Outstanding 5
Job and technical knowledge	1	2	3	4	5
Initiative & problem solving	1	2	3	4	5
Personal effectiveness & self management	1	2	3	4	5
Work output - quality & volume	1	2	3	4	5
Sharing knowledge & teamwork	1	2	3	4	5
Customer service (internal & external)	1	2	3	4	5
Communication	1	2	3	4	5

Manager's performance rating (cont)

Attachment B



Key strengths (What has impressed you?):

Large empty grey rectangular area for writing key strengths.

Areas for development/improvement:

Large empty grey rectangular area for writing areas for development/improvement.

Overall comments:

Large empty grey rectangular area for writing overall comments.

Job description

Attachment C



Objectives

- + Develop a thorough understanding of different teams in Goodman and what it takes to successfully perform the role of Property Manager / Analyst / Project Professional
- + Provide support and assistance to the teams
- + Provide exposure to the Property Investment Management and Property Services areas
- + Apply practically property financial modelling and analysis
- + Become familiar with property investment related matters, eg property management, legal, tax and financial structuring issues
- + Assistance with reporting to major institutional investors
- + Understand industrial / logistics property market fundamentals of Hong Kong, China and other Asian property markets

Performance measures

- + Personal effectiveness in the role. Work effectively as a member of Investment Management team and /or Project Services team.
- + Professionalism in all aspects of the work both verbal and in demeanour
- + Understanding of the company's business activities and initiative and effectiveness shown in the role
- + Successful completion of set tasks in an accurate and timely manner
- + Provide accurate financial and reporting information to the Investment Management team
- + Prepare presentations for the teams
- + Willingness to learn; detail-oriented
- + Initiative and problem solving

Competencies

- + Job and technical knowledge
- + Initiative and problem solving
- + Personal effectiveness and self management
- + Work output – quality and volume
- + Sharing knowledge and teamwork
- + Customer service (internal and external)
- + Communication

Key responsibilities

1. Job and technical knowledge

Investment Management Team

- + Assist in the preparation of KPI's and portfolio statistics;
- + Track and maintain data for the investment portfolio;
- + Assist in the preparation of reports and financial statistics to investors;
- + Provide accurate financial and reporting information to the analyst team;
- + Assist in the preparation of presentations on the Funds and the Asian market;
- + Assist in the financial modelling of historic and forecast performance of the Funds and properties;
- + Research information where on the market, customers and peers.
- + Other duties as required by the investment management team.

Property Services Team

- + Assist in variance reporting on budgets and tenancy
- + Prepare internal approvals for leasing and capital expenditure in line with delegated authorities
- + Assist Leasing team on renewals and lease restructures including analysis of lease transactions, budget, reforecast and market rentals
- + Ensure a regular cross flow of all leasing activity data and regular update of leasing transaction database
- + Co-ordinate inspections with external leasing agents and attend regular meeting with agents
- + Liaise with marketing to ensure updated marketing plans and materials
- + Register all enquires on the central database and relevant master lists
- + Work with the Senior Property Analyst on financial analysis of new leasing and capital expenditure
- + Support to Property Managers and the team on general property management issues in the portfolio, repositioning projects and ad hoc analysis projects and assist in consolidating data for reporting
- + Management of tenant invoices and collection of monthly rental payments
- + Assist in quarterly re-forecast and monthly variance monitoring of the Net Property Income (Income and Expenses)

Job description (cont)

Attachment C



1. Job and technical knowledge (cont)
 - + Assist with the process for vacating tenants and tenancies including work tenders, reinstatements, upgrade works and regular review of works in progress
 - + Assist in reporting on Occupational Health & Safety and building maintenance matters
 - + Provide assistance for the set up of owner's meetings, preparation and distribution of material to the other building owners
2. Initiative and problem solving
 - + Use technical knowledge & expertise to generate effective solutions
 - + Identify underlying issues or problems in the resolution of issues
3. Personal effectiveness and self management
 - + Accept constructive criticism and strive to extend self to take on new responsibilities
 - + Active participation in, and facilitation of team effectiveness
 - + Self impose standards of excellence rather than having standards imposed by others
4. Work output - quality and volume
 - + Apply time management & prioritisation of competing demands
 - + Establish appropriate course of action for self and/or others to accomplish a specific goal
 - + Stay with a position or plan of action until the desired objective is achieved or is no longer reasonably attainable
5. Sharing knowledge and teamwork
 - + Share knowledge of property fundamentals with immediate team
 - + Work in conjunction with team members
6. Customer service (internal and external)
 - + Develop strong rapport in working relationships
 - + Take responsibility for solving problems in line with company guidelines
 - + Identify customer needs, offer appropriate solutions and confirm satisfaction
7. Communication
 - + Express ideas and present information effectively
 - + Demonstrate a professional standard of written and oral expression

