

Competency Profile - Condominium Manager Associate

CLARIFICATIONS

The clarifications below relate only to specific underlined terms within the document and are not intended as general definitions.

act	always includes associated rules and regulations
analyze	calculate the Capital Cost Allowance (CCA) for brokerage assets, forecast and track financial performance, review taxation
assumptions	impacted by stereotypes, prejudice, biases, conscious or unconscious attitudes, for example
authorities	e.g., management of the brokerage, regulatory body
board	condominium board of directors
business plan	e.g., feasibility study, financial projections, goals
bylaw	bylaws of the condominium
changes	including regulations, bylaws, policies, or requirements (municipal, provincial, federal)
collect	collect, hold, disburse; employ collection procedures as required
communicate	e.g., formal (e.g., meetings), informal (e.g., social event, breaks, kitchen), spoken (e.g., face to face, phone, virtual), written (e.g., email, chat), body language, space and how we use it, facial expressions, appearance, voice, touch, speed, tone, volume
communication breakdowns	failures in the exchange of information, often due to the use of ambiguous and confusing messages
communication systems	e.g., internal/external information flow, messaging and appointment procedures
communication technology	e.g., social media, online collaborative workspaces, communication and payment portals
concerns	e.g., inquiries, requests, complaints, problems
condominium manager	a condominium manager associate, condominium manager associate broker, and condominium manager broker
conduct	includes implementing a robust oversight system that works as intended and is continually updated
continuous improvement	to maintain and enhance one's competence through lifelong learning, reflective practice, and integrating learning in a changing environment
corporation	condominium corporation
CPA	Condominium Property Act and Regulations
Customary Authority	A custom can be defined as a widely accepted way of behaving or performing an action. Many professions have customs that are the usual or common ways of performing their services, practices, or procedures. Agents may act in accordance with the customs of the trade without being given express authority by a principal provided those customs are lawful, reasonable, and not expressly prohibited by the principal.
customer	commercial property
disclosure	e.g., receipt of benefits, ownership of service providers, ownership of unit(s) in corporation being managed
disputes	e.g., associated with referral fees, ownership of clients, client solicitation among salespersons
diversity	includes dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies
evaluation	e.g., obtain feedback, observe others, compare with others, identify areas of concern, reflect on successes, errors, omissions
Express Authority	involves describing orally or in writing what actions may be taken by an agent on behalf of a principal. Whenever possible, express authority should be provided in writing (i.e. included in a written service agreement).
financial goals	e.g., for common area operating expenses, for reserve fund replacements
financial protection	e.g., workers' compensation insurance for contractors, directors and officers liability coverage
financial reports	annual report, budget and financial statements, condo contributions (fee), reserve fund study, special levies, operating account, trust money and investments, underestimated expenses
format, medium	e.g., formal document, email or instant messaging, phone call, video chat, personal visit, social media post
gap	e.g., obligations, process flaws, conflicts of interest
General Authority	Broad authority granted by the principal that may provide a broad range of services to the principal (e.g. a condominium manager authorized to provide services required to manage all aspects of a property for the condominium corporation).
goals	short- and long-term goals, including contingency plans; may include assisting the Board in establishing these goals
governing documents	e.g., bylaws, rules and regulations of the corporation, the Condominium Property Act
guidance	e.g., mentor, peers, supervisor, broker, Board member, RECA
implement	in consultation with and under the direction of the Board, and within legislative constraints

Implied Authority	In general, every agent has implied authority to do anything related to carrying out an express authority. If an agent has been given express authority to carry out an action, then they have the implied authority to undertake any activities needed to accomplish that action. Therefore, an agent must be granted an express authority first in order for them to have implied authority.
improve workflow	through attitudinal shifts, delegation of tasks, reducing interruptions, understanding communication preferences and efficiency, use of organizational software, selecting and/or developing time-planning, reminder, and recording systems
inclusive behaviour	e.g., treat others as they want to be treated; create a sense of safety for yourself and others; speak up when people are excluded; listen as an ally; link to others' ideas; make equitable decisions
interim board	Board during development phase; prior to turnover of condominium
IT infrastructure	hardware, software, network resources, and services to support information technology processes. These must comply with regulatory requirements.
maintain	includes regularly reviewing the policy, including as a result of specific events
manage meetings	arrange, attend, assist with facilitation, address challenging situations at regular, annual general, and/or special Board meetings
manage potential conflict	includes resolve, accommodate, communicate about, report if appropriate, seek support as needed
market	e.g., establish marketing, public relations, advertising, and promotional plans; evaluate efforts
mitigation strategies	e.g., securing insurance, addressing flood risks, engaging qualified experts, conducting reserve fund studies
monitor	in accordance with provincial legislation, FINTRAC, insurance program
negotiating style	e.g., competing, co-operative, avoiding, compromise, accommodating, facilitating
obligations	includes instructing staff
OH&S	<i>Occupational, Health and Safety Act</i>
OIPC	Office of Information Privacy Commissioner
online content	e.g., text, links, images, video, and tags
others	anyone with whom the manager interacts, including Board members, owners, the public, colleagues, superiors, third parties, employees, contractors, suppliers, project managers.
owners	condominium unit owners
ownership type	e.g., sole proprietorship, partnership, corporation
participate	assist Board in identifying suitable auditor/reviewer, prepare required documents and data, respond to questions during audit/review
personal influence	includes Board members and anyone employed by the brokerage
personnel	e.g., manager, broker designate, administrative staff
perspectives	e.g., based on opinions, cultures, language, preference, ability, age, gender, roles, experiences, beliefs, friends, affinity groups
PIPA	<i>Privacy Information Protection Act</i>
productivity and collaboration applications	e.g., those used for word-processing; spreadsheets; portable document format; electronic signatures; presentations; email, calendaring, and task management; file hosting, sharing, and management; surveys; notetaking; collaboration; project management; database management; videoconferencing
Purchase Protection Program	programs in place to protect the purchaser if the condominium is covered by any such program
quality	clean, legible, free of errors, uses correct punctuation and spelling
REA	<i>Real Estate Act</i>
RECA Board	Real Estate Council of Alberta Board of Directors
reasoning and interpersonal skills	e.g., show genuine interest, use supportive and encouraging language, think logically, ask insightful questions, acknowledge opposing points of view, use concrete examples to make a point, present data, alternatives, and solutions
recruit	attract, select, sign agreements, provide orientation
Registrar	RECA's Registrar
regulatory requirements	e.g., registration and renewal, terminations and transfers, team requirements
relevant	including provincial, municipal, and regulatory
resources	e.g., advice from lawyers, accountants, insurance agents, engineers
Risks	e.g., related to the operation of a physical building, the corporation's annual plan
Rules	The Rules made pursuant to the Real Estate Act
Specific Authority	Limited authority granted by the principal that may provide one specific service or a limited range of specific services to the principal (e.g. a condominium manager authorized to enter into a maintenance agreement on behalf of the corporation).
speech	including tone, inflection, enunciation, volume, and speed
standards and requirements	e.g., legal and ethical requirements, brand standards, privacy expectations
service agreement	A service contract between a condominium corporation and a condominium manager brokerage

strategies	e.g., informal learning opportunities, mentorship, workshops, conferences, webinars, advanced education
techniques	e.g., questioning, rephrasing, visual support, gestures to enhance understanding as appropriate
training	e.g., train administrative personnel to monitor trade processing and trust accounts, remuneration, advertising/legislative compliance
use of technology	in accordance with legislation; for client relationship management, job tracking, client interactions, and emergency response
workplace legislation	e.g., employment standards, human rights code, accessibility acts, occupational health, and safety act

CONDOMINIUM MANAGEMENT ASSOCIATE COMPETENCY PROFILE

COMPETENCY DOMAIN: 1. PROFESSIONAL RELATIONSHIPS AND CONDUCT

ROLE: ASSOCIATE

COMPETENCY TITLE			PERFORMANCE CRITERIA		SUBJECT LEARNING OUTCOME	SUBJECT L.O. BLOOM'S LEVEL		SPECIFIC LEARNING OUTCOME	SPECIFIC L.O. BLOOM'S LEVEL						
1.1	FULFILL PROFESSIONAL DUTIES AND RESPONSIBILITIES	1.1.1	Understand the foundations of condominium management.	1.1.1.1	Assess different types of property ownership.	Evaluate	1.1.1.1.1	Compare and contrast the types of property ownership available in Alberta.	Evaluate						
							1.1.1.1.2	Summarize the history of condominium ownership.	Understand						
									1.1.1.2	Assess the different types of condominiums.	Evaluate	1.1.1.2.1	Compare and contrast the different types of condominiums.	Evaluate	
									1.1.1.3	Explain how condominium corporations function.	Analyse	1.1.1.3.1	Define the term "condominium corporation".	Remember	
												1.1.1.3.2	Summarize how a condominium corporation is structured.	Understand	
												1.1.1.3.3	Define the term "condominium unit".	Remember	
												1.1.1.3.4	Define the term "common property".	Remember	
												1.1.1.3.5	Explain how condominium unit ownership operates.	Understand	
												1.1.1.3.6	Describe the benefits of condominium ownership.	Understand	
												1.1.1.3.7	Outline common condominium issues and challenges as they relate to <u>condominium managers</u> .	Analyse	
												1.1.1.3.8	Outline best practice solutions to common condominium issues and challenges as related to <u>condominium managers</u> .	Analyse	
										1.1.1.4	Assess the foundations of condominium management.	Evaluate	1.1.1.4.1	Describe the history of condominium management in Alberta.	Understand
													1.1.1.4.2	Compare and contrast the different <u>corporation</u> management business models: 1) Self managed, 2) Professionally managed, 3) Partially managed.	Evaluate
													1.1.1.4.3	Compare and contrast the different business models <u>condominium managers</u> may use to provide services to <u>corporations</u> .	Evaluate
													1.1.1.4.4	Compare and contrast the two condominium management brokerage business models as they relate to holding funds.	Evaluate
													1.1.1.4.5	Summarize the role of condominium management education and licensing requirements.	Understand
													1.1.1.4.6	Explain the need for condominium management education.	Analyse
													1.1.1.4.7	Explain the need for condominium management licensing.	Analyse
													1.1.1.4.8	Summarize the content areas covered in condominium management education.	Understand
										1.1.1.5	Compare and contrast the different types of communal living.	Evaluate	1.1.1.5.1	Compare and contrast the structure of condominium, cooperative, and community association developments.	Analyse
			1.1.1.6	Compare and contrast property management and condominium management.	Evaluate	1.1.1.6.1	Differentiate condominium management services from property management services.	Analyse							
			1.1.1.7	Outline the responsibilities the <u>CPA</u> imposes on <u>corporations</u> , <u>boards</u> , <u>owners</u> , and others.	Analyse	1.1.1.7.1	Define key terms in the <u>CPA</u> .	Remember							
		1.1.1.7.2				Describe condominium plan requirements.	Understand								
		1.1.1.7.3				Explain developer requirements respecting to the sale of units.	Understand								
		1.1.1.7.4				Describe developer purchase protection program requirements.	Understand								

							1.1.1.7.5	Outline <u>interim board</u> condominium management agreement requirements.	Analyse
							1.1.1.7.6	Outline <u>interim board</u> reserve fund requirements.	Analyse
							1.1.1.7.7	Outline the documents a developer must provide an <u>interim board</u> .	Analyse
							1.1.1.7.8	Outline the documents an <u>interim board</u> must provide a <u>board</u> .	Analyse
							1.1.1.7.9	Outline return of <u>corporation</u> property requirements as they relate to <u>interim boards</u> .	Analyse
							1.1.1.7.10	Define implied easements.	Remember
							1.1.1.7.11	Explain easements created in favour of <u>owners</u> and/or the <u>corporation</u> .	Understand
							1.1.1.7.12	Distinguish the restrictions and rights of entry set out by the <u>CPA</u> .	Analyse
							1.1.1.7.13	Explain the structure, function, and composition of a <u>corporation</u> .	Analyse
							1.1.1.7.14	Outline voting rights, proxies, and the voting process that affect a <u>corporation</u> .	Analyse
							1.1.1.7.15	Explain <u>board</u> obligations and requirements including registration requirements.	Analyse
							1.1.1.7.16	Outline a <u>corporation's</u> budget, underestimated expenses, material changes to the budget, and publication requirements.	Analyse
							1.1.1.7.17	Explain the process required to remove a <u>board</u> member.	Analyse
							1.1.1.7.18	Outline the <u>corporation's</u> annual report requirements.	Analyse
							1.1.1.7.19	Explain the purpose of electing the first <u>board</u> .	Understand
							1.1.1.7.20	Outline the meeting requirements to elect the first <u>board</u> .	Analyse
							1.1.1.7.21	Compare and contrast the requirements for an annual general meeting and special general meeting, including proper notice requirements.	Analyse
							1.1.1.7.22	Outline the consequences of not giving proper meeting notice.	Analyse
							1.1.1.7.23	Outline <u>board</u> and <u>corporation</u> meeting requirements.	Analyse
							1.1.1.7.24	Outline <u>bylaw</u> purpose, scope, and restrictions.	Analyse
							1.1.1.7.25	Outline the processes by which initial <u>bylaws</u> are repealed or replaced.	Analyse
							1.1.1.7.26	Outline the <u>bylaw</u> amendment process.	Analyse
							1.1.1.7.27	Outline the sanctions <u>boards</u> may establish for breaches of the <u>bylaws</u> .	Analyse
							1.1.1.7.28	Outline the purpose, scope and restrictions of <u>corporation</u> rules and how to effect changes.	Analyse
							1.1.1.7.29	Outline the powers and duties imposed on <u>corporations</u> .	Analyse
							1.1.1.7.30	Outline reserve fund and operating account <u>corporation</u> requirements.	Analyse
							1.1.1.7.31	Outline the limitations on reserve fund use by <u>corporations</u> .	Analyse
							1.1.1.7.32	Outline the <u>corporation's</u> reserve fund study obligations and who may complete a reserve fund study.	Analyse
							1.1.1.7.33	Compare and contrast the process <u>boards</u> must follow to set contribution requirements and special levies.	Analyse
							1.1.1.7.34	Outline the limitations and borrowing requirements on <u>corporations</u> .	Analyse

							1.1.1.7.35	Outline the powers, limitations and enforcement options available to <u>corporations</u> for the non-payment of contributions.	Analyse
							1.1.1.7.36	Outline <u>corporation</u> fund investment limitations.	Analyse
							1.1.1.7.37	Outline trust, record keeping, and handling requirements for money paid to or for the benefit of the <u>corporation</u> .	Analyse
							1.1.1.7.38	Outline the duties of the trustees administering trust funds belonging to the <u>corporation</u> .	Analyse
							1.1.1.7.39	Outline the <u>corporation's</u> issuance and recordkeeping estoppel certificate obligations, including fees that may be charged for documents.	Analyse
							1.1.1.7.40	Outline the <u>corporation's</u> issuance and recordkeeping document obligations, including fees that may be charged for other documents.	Analyse
							1.1.1.7.41	Describe a <u>corporation's</u> duty to provide mortgagees with access to records.	Describe
							1.1.1.7.42	Outline a <u>corporation's</u> insurance coverage requirements.	Analyse
							1.1.1.7.43	Outline a <u>corporation's</u> duty to notify <u>owners</u> of insurance coverage changes.	Analyse
							1.1.1.7.44	Outline the requirements associated with the disposition of <u>corporation</u> property.	Analyse
							1.1.1.7.45	Outline the requirements associated with placing restrictive covenants on <u>corporation</u> property.	Analyse
							1.1.1.7.46	Outline the restrictions and requirements that a <u>corporation</u> may impose on the rental of <u>owner</u> units.	Analyse
							1.1.1.7.47	Outline a <u>corporation's</u> powers related to tenants causing damages or tenant <u>bylaw</u> breaches.	Analyse
							1.1.1.7.48	Explain the circumstances under which administrators may be appointed.	Analyse
							1.1.1.7.49	Outline the powers of an administrator.	Analyse
							1.1.1.7.50	Describe a <u>corporation's</u> registration requirements when an administrator is appointed.	Understand
							1.1.1.7.51	Compare and contrast <u>corporation</u> and <u>owner</u> building damage related settlement obligations.	Analyse
							1.1.1.7.52	Summarize the required condominium and <u>corporation</u> termination processes.	Understand
							1.1.1.7.53	Summarize the required condominium sale processes.	Understand
							1.1.1.7.54	Outline <u>corporation</u> activities related to court processes and remedies.	Analyse
							1.1.1.7.55	Outline municipal or public authority right of entry requirements.	Analyse
							1.1.1.7.56	Describe <u>owner</u> and <u>corporation</u> service requirements.	Understand
							1.1.1.7.57	Describe what a <u>corporation</u> must do to effect a change of address for service.	Understand
							1.1.1.7.58	Explain how the <i>Builder's Lien Act</i> impacts units and common property.	Understand
							1.1.1.7.59	Outline unit repair related requirements for which a <u>corporation</u> is responsible.	Analyse
							1.1.1.7.60	Outline urgent repair related requirements for which a <u>corporation</u> is responsible.	Analyse

							1.1.1.7.61	Describe the powers of the Minister and penalties associated with <u>CPA</u> breaches.	Understand
							1.1.1.7.62	Outline the elements of a <u>corporation's</u> duties of which a manager must be aware.	Analyse
		1.1.2	Act in the best interests of the Condominium corporation as articulated by the <u>Board</u> .	1.1.2.1	Outline a <u>corporation</u> legal governance and operational processes.	Analyse	1.1.2.1.1	Outline the <u>corporation's</u> decision making processes.	Analyse
							1.1.2.1.2	Outline how a <u>Board</u> may act and speak on behalf of a <u>corporation</u> .	Analyse
				1.1.2.2	Assess condominium management practice scenarios related to the <u>CPA</u> .	Evaluate	1.1.2.2.1	Determine how the <u>REA</u> , the Rules, and the <u>CPA</u> apply to condominium management practice contexts.	Evaluate
							1.1.2.2.2	Compare and contrast condominium management practice scenarios that involve the <u>REA</u> and the <u>CPA</u> .	Evaluate
				1.1.2.3	Determine how the <u>REA</u> imposes responsibilities on condominium management licensees.	Analyse	1.1.2.3.1	Use key terms associated with the <u>REA</u> .	Apply
							1.1.2.3.2	Explain the purposes of the <u>RECA Board</u> .	Understand
							1.1.2.3.3	Describe the composition of the <u>RECA Board</u> .	Understand
							1.1.2.3.4	Outline <u>RECA Board's</u> bylaw creation responsibilities.	Analyse
							1.1.2.3.5	Describe <u>RECA Board's</u> obligation to make bylaws and RECA's business public, including posting annual reports.	Understand
							1.1.2.3.6	Explain the purpose of the Industry Councils.	Understand
							1.1.2.3.7	Describe how Industry Councils are composed.	Understand
							1.1.2.3.8	Describe the Industry Councils' powers and responsibilities.	Understand
							1.1.2.3.9	Compare and contrast the role and responsibilities of the Executive Director and the Registrar.	Analyse
							1.1.2.3.10	Describe the licensing requirements for persons who trade in real estate as real estate brokers.	Understand
							1.1.2.3.11	Describe the licensing requirements for persons who deal in mortgages as a mortgage brokers.	Understand
							1.1.2.3.12	Describe the licensing requirements for persons who deliver property management services.	Understand
							1.1.2.3.13	Describe the licensing requirements for persons who deliver condominium management services.	Understand
							1.1.2.3.14	Describe the exemptions to the licensing provisions under the <u>REA</u> and under the <u>CPA</u> .	Understand
							1.1.2.3.15	Describe the fines associated with conducting business that requires a licence without a licence.	Understand
							1.1.2.3.16	Describe the requirements of licensees associated with the solicitation, acceptance, and receipt of money.	Understand
							1.1.2.3.17	Describe the prohibition preventing charging and suing for commissions if the persons provided services requiring a license without a license.	Understand
							1.1.2.3.18	Define conduct deserving of sanction.	Remember
							1.1.2.3.19	Describe licensees' duties associated with the administration of trust accounts and trust moneys.	Understand
							1.1.2.3.20	Outline the complaint process related to conduct deserving of sanction.	Analyse
							1.1.2.3.21	Outline the investigation process related to conduct deserving of sanction.	Analyse

							1.1.2.3.22	Outline the decision making process related to conduct deserving of sanction.	Analyse
							1.1.2.3.23	Outline the appeals process related to conduct deserving of sanction.	Analyse
							1.1.2.3.24	Describe the production order powers of the Registrar and of investigators appointed by the Registrar.	Understand
							1.1.2.3.25	Describe the powers of the Registrar to issue Administrative Penalties and the process to appeal Administrative Penalties.	Understand
							1.1.2.3.26	Outline the Registrar's powers to conduct periodic inspections, issue receiving orders, and orders freezing assets.	Analyse
							1.1.2.3.27	Summarize the offences under which people may be prosecuted and the possible sanctions.	Understand
							1.1.2.3.28	Describe orders to cease carrying on business and their appeal processes.	Understand
							1.1.2.3.29	Describe how Hearing and Appeal panels are appointed.	Understand
							1.1.2.3.30	Describe the process associated with the service of documents.	Understand
							1.1.2.3.31	Describe the powers of the RECA Board and Industry Council to extend time relating to anything required to be done by any person under the REA and the bylaws or any directions given by any person under their authority under the REA.	Understand
							1.1.2.3.32	Describe the processes associated with an application for a lifetime ban from being able to become licensed again.	Understand
							1.1.2.3.33	Describe the publication provisions related to licensing, conduct deserving of sanction, and other enforcement actions or decision.	Understand
							1.1.2.3.34	Describe RECA's powers associated with the enforcement and collection of fines or costs.	Understand
							1.1.2.3.35	Describe the purpose and activities of the Alberta Real Estate Foundation.	Understand
							1.1.2.3.36	Describe the Minister's powers associated with the conduct of RECA, the RECA Board or an Industry Council.	Understand
							1.1.2.3.37	Describe the immunity provisions to the Minister, an official administrator, the RECA, the RECA Board or an Industry Council, a member, officer or employee of the RECA.	Understand
				1.1.2.4	Describe the requirements and responsibilities imposed by the Rules on all licensees.	Understand	1.1.2.4.1	Describe the key definitions under the Rules.	Understand
							1.1.2.4.2	Describe the various classes of condominium management licences issued by the Registrar.	Understand
							1.1.2.4.3	Describe when licences expire, when they must be renewed, and when they are terminated.	Understand
							1.1.2.4.4	Clarify which licenses are affected by a lifetime licensing ban.	Understand
							1.1.2.4.5	Distinguish the circumstances that make individuals ineligible to become licensed.	Analyse
							1.1.2.4.6	Describe the eligibility requirements for brokerages.	Understand

						1.1.2.4.7	Describe the eligibility and education requirements for individuals.	Understand
						1.1.2.4.8	Describe the conditions under which the Registrar may grant education requirements' exemptions.	Understand
						1.1.2.4.9	Describe the obligations imposed on prospective licensees and licensees by the Education Code of Conduct for Learners during the pre-licensing and re-licensing education process.	Understand
						1.1.2.4.10	Outline how prospective licensees may request the Registrar's opinion regarding their licensing eligibility.	Analyse
						1.1.2.4.11	Outline the benefits of seeking the Registrar's licensing eligibility opinion.	Analyse
						1.1.2.4.12	Describe when a Registrar licensing eligibility opinion is not binding.	Understand
						1.1.2.4.13	Describe the duty notify the Registrar of license application related information changes.	Understand
						1.1.2.4.14	Explain the brokerage registration requirement for associates and associate brokers.	Understand
						1.1.2.4.15	Describe the Registrar's powers to place conditions or restrictions on licences.	Understand
						1.1.2.4.16	Describe the requirement of licensees to meet re-licensing education requirements before renewing a licence.	Understand
						1.1.2.4.17	Describe the licence application requirements.	Understand
						1.1.2.4.18	Describe prohibitions associated with being registered to multiple brokerages.	Understand
						1.1.2.4.19	Explain when the Registrar can refuse, suspend, or cancel a licence and how these decisions can be appealed.	Understand
						1.1.2.4.20	Explain the conditions or events that licensees must report to the Registrar and the associated time lines.	Understand
						1.1.2.4.21	Outline the responsibilities imposed by the <u>Rules</u> on licensees.	Analyse
						1.1.2.4.22	Outline the prohibitions imposed by the <u>Rules</u> on licensees.	Analyse
						1.1.2.4.23	Outline the condominium manager brokerage's service agreement responsibilities.	Analyse
						1.1.2.4.24	Outline condominium management service agreement content requirements.	Analyse
						1.1.2.4.25	Outline licensee client information protection responsibilities under the <u>Rules</u> .	Analyse
						1.1.2.4.26	Explain licensee referral related responsibilities.	Analyse
						1.1.2.4.27	Differentiate licensee responsibilities and permissible unlicensed assistant responsibilities.	Analyse
				1.1.2.5	Describe the requirements and responsibilities imposed by the <u>Rules</u> on all condominium manager licensees.	1.1.2.5.1	Outline the responsibilities of condominium management brokerages.	Analyse
						1.1.2.5.2	Outline condominium management brokerage prohibitions.	Analyse
						1.1.2.5.3	Outline condominium management broker prohibitions.	Analyse
						1.1.2.5.4	Describe condominium manager broker delegation related duties and responsibilities.	Understand
						1.1.2.5.5	Compare and contrast condominium manager associate broker specific and condominium manager broker specific duties and responsibilities.	Analyse

							1.1.2.5.6	Determine role specific prohibitions for condominium management brokers, associate brokers, and associates.	Analyse
							1.1.2.5.7	Outline condominium management broker, associate broker, and associate basic obligations to the corporation imposed by the Rules.	Analyse
							1.1.2.5.8	Outline owner disclosure obligations to a <u>corporation</u> for condominium management brokers, associate brokers, and associates.	Analyse
							1.1.2.5.9	Outline the duties condominium management brokers, associate brokers, and associates owe to a <u>corporation</u> when acting under the Exemption Regulation.	Analyse
							1.1.2.5.10	Explain condominium management brokerage record keeping and conversation requirements.	Analyse
							1.1.2.5.11	Outline the periodic and financial reporting brokerages are required to provide <u>corporations</u> .	Analyse
							1.1.2.5.12	Outline condominium management brokerage trust account obligations.	Analyse
							1.1.2.5.13	Explain condominium management brokerage trust account record keeping requirements.	Analyse
							1.1.2.5.14	Determine electronic deposit and trust fund transfer related requirements.	Evaluate
							1.1.2.5.15	Describe condominium management brokerage trust account obligations related to trust account reconciliation, negative trust account balances, trust fund shortage funding requirements, and trust shortage <u>Registrar</u> notification requirements.	Understand
							1.1.2.5.16	Describe the requirement to provide annual accounting reports to the <u>Registrar</u> .	Understand
							1.1.2.5.17	Describe the obligations condominium manager brokerages have towards corporations when administering the <u>corporation's</u> accounts.	Understand
							1.1.2.5.18	Describe the obligations condominium manager brokerages have towards <u>corporations</u> when administering <u>corporations</u> accounts.	Understand
							1.1.2.5.19	Describe the requirements under which a brokerage may accept and disburse <u>corporation</u> funds collected through electronic deposits.	Understand
							1.1.2.5.20	Describe a a condominium management brokerage's corporation investment management obligations.	Understand
							1.1.2.5.21	Describe condominium management brokerage obligations and restrictions related to comingling trust funds, and the payment of condominium management brokerage expenses or commissions from the condominium manager brokerage's trust account.	Understand
							1.1.2.5.22	Describe condominium management brokerage insurance requirements.	Understand
				1.1.2.5	Assemble the duties owed to a <u>corporation</u> in a representation relationship.	Create	1.1.2.5.1	Compare and contrast the duties owed to clients in representation relationships and to non-clients in non-representation relationships.	Analyse
							1.1.2.5.2	Outline a licensee's duty to document representation relationships in writing.	Analyse

							1.1.2.5.3	Describe a licensee's duty to act consistently in accordance with representation relationships.	Understand
							1.1.2.5.4	Describe the services a licensee may provide non-clients with whom they are in non-representation relationship.	Understand
							1.1.2.5.5	Describe types of authority in representation relationships.	Understand
							1.1.2.5.6	Describe the limits on authority regarding capacity to contract, delegate, and incur expenses.	Understand
							1.1.2.5.7	Asses when the various types of representation authority are appropriate in condominium management.	Analyse
							1.1.2.5.8	Describe the elements of a representation relationship	Understand
							1.1.2.5.9	Describe how representation relationship may be established.	Understand
							1.1.2.5.10	Comply the general obligations to clients to exercise care and skill, act honestly, negotiate favourable terms, maintain confidentiality, disclose information, act in person, obey lawful instructions, and perform mandate in a condominium management setting.	Create
							1.1.2.5.11	Comply with the principles of fiduciary obligation to clients, trust and confidence, best interests, utmost loyalty, not make secret profits, and handle confidential information properly in a condominium management setting.	Create
							1.1.2.5.12	Describe client obligations in a representation relationship of indemnification, remuneration, and disclosure in a condominium management setting.	Understand
							1.1.2.5.13	Describe the obligations that continue to clients after a representation relationship is terminated.	Understand
				1.1.2.6	Work within the scope of brokerage's policies and procedures.	Apply	1.1.2.6.1	Explain the importance of following the brokerage's policies and procedures.	Understand
				1.1.2.7	Assess condominium manager licensees' liability.	Evaluate	1.1.2.7.1	Explain how and when a licensee becomes personally liable to a third party.	Analyse
							1.1.2.7.2	Compare and contrast negligence, recklessness, and intent.	Analyse
							1.1.2.7.3	Compare and contrast a condominium management licensee's civil and regulatory liability in diverse situations.	Analyse
							1.1.2.7.4	Explain civil liability arising from condominium unit holders for condominium management.	Analyse
							1.1.2.7.5	Outline the various errors and omissions coverage to address civil liability in condominium management licensee practice.	Analyse
		1.1.3	Manage <u>disclosure</u> obligations.	1.1.3.1	Assess how agency requirements apply to condominium management service agreements.	Evaluate	1.1.3.1.1	Distinguish conflicts of interest as applied in the <u>CPA</u> to third-party contract negotiations.	Analyse
							1.1.3.1.2	Determine when situations require you to inform the board of a conflict of interest.	Apply
							1.1.3.1.3	Determine conflict of interest resolution options.	Evaluate
							1.1.3.1.4	Describe the conditions that make a principal liable to remunerate a licensee acting as their representative.	Understand
				1.1.3.2	Compare and contrast the duty of care between a <u>corporation</u> (the principal) and individual unit holders.	Evaluate	1.1.3.2.1	Describe duty of care to the corporation (the principal) through the board.	Understand
							1.1.3.2.2	Describe duty of care to unit owners (customers).	Understand

				1.1.3.3	Assess condominium management <u>service agreement</u> requirements.	Evaluate	1.1.3.3.1	Outline how different condominium management service models impact agency responsibilities.	Analyse
							1.1.3.3.2	Assess service agreements for consistency with the intended agency responsibilities and service model.	Evaluate
							1.1.3.3.3	Interpret how to comply with service agreement requirements under the <u>Rules</u> .	Apply
				1.1.3.4	Assess condominium management agency relationships.	Evaluate	1.1.3.4.1	Outline how to create an agency relationship in condominium management contexts.	Analyse
							1.1.3.4.2	Describe General Authority as it relates to condominium management practice and agency law.	Understand
							1.1.3.4.3	Describe Specific Authority as it relates to condominium management practice and agency law.	Understand
							1.1.3.4.4	Describe Express Authority as it relates to condominium management practice and agency law.	Understand
							1.1.3.4.5	Describe Implied Authority as it relates to condominium management practice and agency law.	Understand
							1.1.3.4.6	Describe Customary Authority as it relates to condominium management practice and agency law.	Evaluate
		1.1.4	Adhere to lawful instructions and directions from the <u>board</u> .	1.1.4.1	Assess the legality of <u>board</u> instructions	Evaluate	1.1.4.1.1	Explain the process by which <u>boards</u> may provide lawful instructions to <u>condominium managers</u> .	Analyse
							1.1.4.1.2	Determine whether the <u>board</u> has followed a lawful process for providing instructions.	Evaluate
							1.1.4.1.3	Determine options available to <u>condominium managers</u> to deal with unlawful <u>board</u> instructions.	Evaluate
				1.1.4.2	Explain the judicial options available for parties when the <u>board</u> is acting outside of scope of authority.	Understand	1.1.4.2.1	Explain how to act in accordance with court remedies.	Understand
		1.1.5	Disclose confidential information only in accordance with the <u>Rules</u> .	1.1.5.1	Justify confidential information disclosure in accordance with the <u>Rules</u> in diverse contexts.	Evaluate	1.1.5.1.1	Describe the process to obtain the <u>board's</u> informed consent for the disclosure of confidential information.	Analyse
							1.1.5.1.2	Explain the process of handing over condominium management responsibilities to another management company.	Analyse
							1.1.5.1.3	Describe the laws that require <u>condominium managers</u> to provide confidential condominium information to be disclosed without consent.	Understand
							1.1.5.1.4	Outline the process of taking over condominium management responsibilities from another management company.	Analyse
		1.1.6	Safeguard and account for property as assigned by the <u>board</u> and third parties.	1.1.6.1	Explain how to safeguard and account for property as assigned by the <u>board</u> and third parties in accordance with legislative requirements in diverse contexts.	Analyse	1.1.6.1.1	Outline existing <u>condominium manager</u> property safeguarding responsibilities when transitioning to another management company.	Analyse
							1.1.6.1.2	Outline new <u>condominium manager</u> property safeguarding responsibilities when transitioning from another management company.	Analyse
							1.1.6.1.3	Outline supplier and contractor document and chattle related property safeguarding responsibilities.	Analyse
							1.1.6.1.4	Outline safeguarding responsibilities for utility rooms and other common property areas.	Analyse
		1.1.7	Accept responsibility for actions.	1.1.7.1	Outline the role and responsibilities of a licensee under self-regulation.	Analyse	1.1.7.1.1	Outline how RECA's statement of self regulation applies to a licensee.	Analyse

						1.1.7.1.2	Compare and contrast the role of the different condominium management licence categories (broker, associate broker, and associate).	Analyse
						1.1.7.1.3	Compare and contrast the general responsibilities of the condominium management brokerage, broker, associate broker, and associate.	Analyse
			1.1.7.2	Outline how the <u>REA</u> and the <u>Rules</u> are created and amended.	Analyse	1.1.7.2.1	Summarize the history of the <u>REA</u> .	Understand
						1.1.7.2.2	Explain who oversees the <u>REA</u> .	Understand
						1.1.7.2.3	Outline the process required to amend the <u>REA</u> .	Analyse
						1.1.7.2.4	Explain how Industry Councils makes rules governing licensee conduct.	Understand
						1.1.7.2.5	Describe the limitations imposed on Industry Councils associated with the creation of <u>Rules</u> .	Understand
						1.1.7.2.6	Determine how the <u>REA</u> relate to the business of licensees.	Evaluate
			1.1.7.3	Determine how the <u>REA</u> imposes responsibilities on condominium management licensees.	Analyse	1.1.7.3.1	Use key terms associated with the <u>REA</u> .	Apply
						1.1.7.3.2	Explain the purposes of the <u>RECA Board</u> .	Understand
						1.1.7.3.3	Describe the composition of the <u>RECA Board</u> .	Understand
						1.1.7.3.4	Outline <u>RECA Board's</u> bylaw creation responsibilities.	Analyse
						1.1.7.3.5	Describe <u>RECA Board's</u> obligation to make bylaws and RECA's business public, including posting annual reports.	Understand
						1.1.7.3.6	Explain the purpose of the Industry Councils.	Understand
						1.1.7.3.7	Describe how Industry Councils are composed.	Understand
						1.1.7.3.8	Describe the Industry Councils' powers and responsibilities.	Understand
						1.1.7.3.9	Compare and contrast the role and responsibilities of the Executive Director and the <u>Registrar</u> .	Analyse
						1.1.7.3.10	Describe the licensing requirements for persons who trade in real estate as real estate brokers.	Understand
						1.1.7.3.11	Describe the licensing requirements for persons who deal in mortgages as a mortgage brokers.	Understand
						1.1.7.3.12	Describe the licensing requirements for persons who deliver property management services.	Understand
						1.1.7.3.13	Describe the licensing requirements for persons who deliver condominium management services.	Understand
						1.1.7.3.14	Describe the exemptions to the licensing provisions under the <u>REA</u> and under the <u>CPA</u> .	Understand
						1.1.7.3.15	Describe the fines associated with conducting business that requires a licence without a licence.	Understand
						1.1.7.3.16	Describe the requirements of licensees associated with the solicitation, acceptance, and receipt of money.	Understand
						1.1.7.3.17	Describe the prohibition preventing charging and suing for commissions if the persons provided services requiring a license without a license.	Understand
						1.1.7.3.18	Define conduct deserving of sanction.	Remember
						1.1.7.3.19	Describe licensees' duties associated with the administration of trust accounts and trust moneys.	Understand
						1.1.7.3.20	Outline the complaint process related to conduct deserving of sanction.	Analyse

							1.1.7.3.21	Outline the investigation process related to conduct deserving of sanction.	Analyse
							1.1.7.3.22	Outline the decision making process related to conduct deserving of sanction.	Analyse
							1.1.7.3.23	Outline the appeals process related to conduct deserving of sanction.	Analyse
							1.1.7.3.24	Describe the production order powers of the <u>Registrar</u> and of investigators appointed by the <u>Registrar</u> .	Understand
							1.1.7.3.25	Describe the powers of the <u>Registrar</u> to issue Administrative Penalties and the process to appeal Administrative penalties.	Understand
							1.1.7.3.26	Outline the <u>Registrar's</u> powers to conduct periodic inspections, issue receiving orders, and orders freezing assets.	Analyse
							1.1.7.3.27	Summarize the offences under which people may be prosecuted and the possible sanctions.	Understand
							1.1.7.3.28	Describe orders to cease carrying on business and their appeal processes.	Understand
							1.1.7.3.29	Describe how Hearing and Appeal panels are appointed.	Understand
							1.1.7.3.30	Describe the process associated with the service of documents.	Understand
							1.1.7.3.31	Explain the <u>RECA Board</u> and Industry Council power to grant time extensions related to any individual requirements under the <u>REA</u> , or directions given by any person under their authority under the <u>REA</u> .	Understand
							1.1.7.3.32	Describe the processes associated with an application for a lifetime ban.	Understand
							1.1.7.3.33	Describe the publication provisions related to licensing, conduct deserving of sanction, and other enforcement actions.	Understand
							1.1.7.3.34	Describe RECA's powers associated with the enforcement and collection of fines or costs.	Understand
							1.1.7.3.35	Describe the purpose and activities of the Alberta Real Estate Foundation.	Understand
							1.1.7.3.36	Describe the Minister's powers associated with the conduct of RECA, the <u>RECA Board</u> , or an Industry Council.	Understand
							1.1.7.3.37	Describe the immunity provisions to the Minister, an official administrator the RECA, the <u>RECA Board</u> or an Industry Council, a member, officer or employee of the RECA.	Understand
				1.1.7.4	Outline the responsibilities imposed by the <u>Rules</u> on all licensees	Outline	1.1.7.4.1	Use the key terms under the <u>Rules</u> .	Apply
							1.1.7.4.2	Describe the various classes of condominium management licences issued by the <u>Registrar</u> .	Understand
							1.1.7.4.3	Describe when licences expire, when they must be renewed, and when they are terminated.	Understand
							1.1.7.4.4	Clarify which licenses lifetime licensing bans affect (all licence types).	Understand
							1.1.7.4.5	Describe events that licensees must report to the <u>Registrar</u> .	Understand
							1.1.7.4.6	Summarize the responsibilities of all licensees.	Understand
							1.1.7.4.7	Describe the prohibitions on all licensees.	Understand

						1.1.7.4.8	Outline licensee and condominium management brokerage service agreement content requirements.	Analyse
						1.1.7.4.9	Outline licensee and condominium management brokerage responsibility for <u>service agreements</u> .	Analyse
						1.1.7.4.10	Outline licensee client information protection responsibilities under the <u>Rules</u> .	Analyse
						1.1.7.4.11	Explain licensee referral related responsibilities.	Analyse
						1.1.7.4.12	Differentiate licensee responsibilities and permissible unlicensed assistant responsibilities.	Analyse
			1.1.7.5	Outline the responsibilities imposed by the <u>Rules</u> on all licensees	Outline	1.1.7.5.1	Outline the responsibilities of condominium management brokerages.	Analyse
						1.1.7.5.2	Outline condominium management brokerage prohibitions.	Analyse
						1.1.7.5.3	Outline condominium management broker prohibitions.	Analyse
						1.1.7.5.4	Describe condominium manager broker delegation related duties and responsibilities.	Understand
						1.1.7.5.5	Compare and contrast condominium manager associate broker and condominium manager broker specific duties and responsibilities.	Analyse
						1.1.7.5.6	Determine role specific prohibitions for <u>condominium managers</u> .	Analyse
						1.1.7.5.7	Outline <u>condominium manager</u> basic obligations to the <u>corporation</u> imposed by the <u>Rules</u> .	Analyse
						1.1.7.5.8	Outline owner disclosure obligations to a <u>corporation</u> by condominium managers.	Analyse
						1.1.7.5.9	Outline the duties condominium managers owe to a <u>corporation</u> when acting under the Exemption Regulation.	Analyse
						1.1.7.5.10	Explain condominium management brokerage record keeping and conversation requirements.	Analyse
						1.1.7.5.11	Outline the periodic and financial reporting requirements brokerages have towards <u>corporations</u>	Analyse
						1.1.7.5.12	Outline condominium management brokerage trust account obligations.	Analyse
						1.1.7.5.13	Explain condominium management brokerage trust account record keeping requirements.	Analyse
						1.1.7.5.14	Outline electronic deposit and trust fund transfer related requirements.	Analyse
						1.1.7.5.15	Describe condominium management brokerage trust account obligations related to trust account reconciliation, negative trust account balances, trust fund shortage funding requirements, and trust shortage <u>Registrar</u> notification requirements.	Understand
						1.1.7.5.16	Describe the requirement to provide annual accounting reports to the <u>Registrar</u> .	Understand
						1.1.7.5.17	Outline condominium management brokerage obligations toward a corporation when administering the <u>corporation's</u> accounts.	Analyse
						1.1.7.5.18	Describe the requirements under which a brokerage may accept and disburse <u>corporation</u> funds collected through electronic deposits.	Understand

							1.1.7.5.19	Describe a a condominium management brokerage's corporation investment management obligations.	Understand
							1.1.7.5.20	Describe condominium management brokerage obligations and restrictions related to comingling trust funds, and the payment of condominium management brokerage expenses or commissions from their trust account.	Understand
							1.1.7.5.21	Describe condominium management brokerage insurance requirements.	Understand
				1.1.7.6	Outline condominium management duties.	Analyse	1.1.7.6.1	Describe duties performed by <u>condominium managers</u> .	Understand
							1.1.7.6.2	Describe common duties a <u>condominium manager</u> may lawfully delegates to others.	Understand
							1.1.7.6.3	Distinguish <u>condominium manager</u> responsibilities in delegation and third party service related scenarios.	Analyse
							1.1.7.6.4	Explain how the <u>CPA</u> requirements regarding <u>corporation</u> meetings impact the provision of condominium management services.	Analyse
							1.1.7.6.5	Justify condominium management service provision practices and decisions related to the <u>CPA</u> <u>corporation</u> meeting requirements.	Evaluate
		1.1.8	Document decisions, directions, actions, conversations, and advice.	1.1.8.1	Determine appropriate and required documentation.	Evaluate	1.1.8.1.1	Compare and contrast appropriate and required documentation for decisions, directions, communications, and recommendations.	Evaluate
1.2	COMPLY WITH APPLICABLE LAWS AND REGULATIONS	1.2.1	Adhere to <u>governing documents</u> .	1.2.1.1	Assess the purpose of governing documents.	Evaluate	1.2.1.1.1	Identify the individual documents included in what is commonly referred to as <u>governing documents</u> .	Remember
							1.2.1.1.2	Outline the information contained in <u>governing documents</u> .	Analyse
							1.2.1.1.3	Outline the relationship between governing documents and compliance.	Analyse
							1.2.1.1.4	Explain the elements of a <u>corporation's</u> duties of which a <u>condominium manager</u> must be aware.	Analyse
							1.2.1.1.5	Deconstruct how <u>corporation</u> governance documents impact compliance related <u>condominium manager</u> duties and services.	Analyse
				1.2.1.2	Determine good <u>board</u> and <u>CPA</u> governance requirement compliance practices.	Evaluate	1.2.1.2.1	Describe good <u>corporation</u> governance practices.	Understand
							1.2.1.2.2	Determine the appropriate processes, procedures, components, resources, and preparation required for different types of condominium corporation meetings.	Evaluate
							1.2.1.2.3	Educate the <u>board</u> regarding condominium corporation meeting requirements under the <u>CPA</u> .	Apply
		1.2.2	Understand the fundamentals of a new condominium	1.2.2.1	Assess how to assist <u>interim board</u> meet <u>CPA</u> requirements.	Evaluate	1.2.2.1.1	Summarize the CPA interim board requirements.	Understand
							1.2.2.1.2	Educate the <u>interim board</u> and <u>board</u> regarding <u>Purchase Protection Programs</u> .	Apply
							1.2.2.1.3	Identify <u>Purchase Protection Programs</u> that must be monitored on behalf of the <u>board</u> .	Remember
							1.2.2.1.4	Outline how to monitor <u>Purchase Protection Programs</u> on behalf of the <u>board</u> .	Analyse
							1.2.2.1.5	List the documents an <u>interim board</u> is required to provide to the <u>board</u> at the turnover meeting.	Remember

							1.2.2.1.6	Outline essential elements of a turnover meeting between the <u>interim board</u> and the <u>board</u> , including time limitation requirements.	Analyse
							1.2.2.1.7	Outline the condominium turnover process that an <u>interim board</u> must follow to transfer control to a <u>board</u> .	Analyse
							1.2.2.1.8	Determine how to assist an interim board with the transfer of a <u>corporation</u> to a <u>board</u> requirements.	Analyse
							1.2.2.1.9	Determine how to assist the <u>interim board</u> with the condominium turnover process.	Evaluate
							1.2.2.1.10	Educate the <u>interim board</u> about the condominium turnover process.	Apply
							1.2.2.1.11	Describe condominium developer's and the <u>interim board's</u> role and responsibilities under the <u>CPA</u> .	Understand
							1.2.2.1.12	Summarize the information a <u>condominium manager</u> should obtain to adequately assist an <u>interim board</u> .	Understand
							1.2.2.1.13	Summarize the information a <u>condominium manager</u> should obtain to adequately assist a <u>board</u> .	Understand
							1.2.2.1.14	Explain the location of essential <u>corporation</u> information.	Understand
		1.2.3	Promote the Board's awareness of legislative requirements.	1.2.3.1	Recommend appropriate actions to inform and advise the Board.	Evaluate	1.2.3.1.1	Outline what is improper conduct for <u>boards</u> and <u>corporations</u> under the <u>CPA</u> and the corresponding court remedies.	Analyse
							1.2.3.1.2	Compare and contrast how improper conduct and court remedies apply to condominium developers and owners.	Analyse
							1.2.3.1.3	Explain how <u>CPA</u> meeting requirements impact the provision of condominium management services.	Analyse
							1.2.3.1.4	Justify condominium management service provision practices and decisions related to the <u>CPA</u> meeting requirements.	Evaluate
							1.2.3.1.5	Educate the <u>board</u> about <u>corporation</u> meetings, timing requirements, <u>board meetings</u> , special general meetings, and annual general meetings.	Apply
							1.2.3.1.6	Educate the <u>board</u> on preparation, processes, procedures, components, and resource requirements and best practices related to different types of <u>corporation</u> meetings.	Apply
							1.2.3.1.7	Educate the <u>board</u> on mandatory insurance coverage under the <u>CPA</u> .	Apply
							1.2.3.1.8	Educate the <u>board</u> on human rights legislation governing <u>condominium manager</u> and <u>corporation</u> responsibilities.	Apply
							1.2.3.1.9	Educate the <u>board</u> on the <u>corporation's</u> rights, responsibilities, and requirements related to tenants, employment standards, budgeting, reserve funds, annual reports, trust funds, bylaw and rule creation, record keeping, and human rights legislation.	Apply
							1.2.3.1.10	Educate the <u>board</u> on <u>OH&S</u> legislation governing <u>condominium manager</u> and <u>corporation</u> responsibilities.	Apply
							1.2.3.1.11	Educate the <u>board</u> on how to comply with human rights legislation.	Apply

							1.2.3.1.12	Educate the <u>board</u> on how to comply with <i>OH&S</i> requirements.	Apply
							1.2.3.1.13	Determine human rights legislation compliance as it relates to <u>condominium manager</u> responsibilities.	Evaluate
							1.2.3.1.14	Determine human rights legislation compliance as it relates to <u>corporation</u> responsibilities.	Evaluate
							1.2.3.1.15	Determine occupational health and safety legislation compliance as it relates to <u>condominium manager</u> responsibilities.	Evaluate
							1.2.3.1.16	Determine occupational health and safety legislation compliance as it relates to <u>corporation</u> responsibilities.	Evaluate
							1.2.3.1.17	Determine <i>OH&S</i> legislation compliance as it relates to <u>corporation</u> responsibilities.	Evaluate
							1.2.3.1.18	Educate <u>boards</u> on safety precautions.	Apply
							1.2.3.1.19	Determine when it is appropriate to recommend that a <u>corporation</u> obtain the services of safety professionals or specialists.	Evaluate
							1.2.3.1.20	Determine how to assist the <u>board</u> with implementing professional safety recommendations.	Evaluate
				1.2.3.2	Evaluate how the <u>CPA</u> and <u>bylaws</u> apply to set situations.	Evaluate	1.2.3.2.1	Determine the actions a <u>corporation</u> must take to comply with the <u>CPA</u> .	Evaluate
							1.2.3.2.2	Outline the <u>condominium manager's</u> role in assisting or facilitating a <u>corporation</u> with <u>CPA</u> and associated regulation compliance.	Analyse
							1.2.3.2.3	Determine how to comply with condominium documents as prescribed in the <u>CPA</u> and <u>bylaws</u> .	Evaluate
				1.2.3.3	Determine how privacy law and personal information protection pertains to condominium management.	Evaluate	1.2.3.3.1	Compare and contrast how privacy law pertains to the protection of personal information of tenants, owners, occupants, guests, employees, and others.	Evaluate
							1.2.3.3.2	Determine when to obtain legal advice regarding condominium management privacy law and personal information protection requirements.	Evaluate
							1.2.3.3.3	Explain the objectives and application of the <u>PIPA</u> .	Analyse
							1.2.3.3.4	Explain the role and powers of Alberta's Office of Information and Privacy Commissioner (OIPC).	Understand
							1.2.3.3.5	Explain privacy law and personal information related policies and processes that a <u>board</u> must implement.	Understand
							1.2.3.3.6	Describe OIPC's privacy complaint process.	Understand
							1.2.3.3.7	Compare and contrast personal information as defined under <u>PIPA</u> and confidential information resulting from a representation agreement.	Evaluate
		1.2.4	Describe the consent requirements related to personal information and confidential information	1.2.4.1	Assess how personal information and confidential information collection, storage, use, and disclosure consent is obtained under <u>PIPA</u> .	Evaluate	1.2.4.1.1	Describe different types of consent under <u>PIPA</u> .	Understand
							1.2.4.1.2	Summarize <u>PIPA's</u> personal information collection, use, and disclosure exemptions.	Understand
							1.2.4.1.3	Describe personal information surveillance system related concerns.	Understand
							1.2.4.1.4	Describe personal information concerns associated with recordings at <u>board</u> and other <u>corporation</u> meetings.	Understand

							1.2.4.1.5	Describe the importance of securely storing personal information, including unit owner and unit resident personal information.	Understand
							1.2.4.1.6	Determine how to respond to privacy concerns related to owner access requests.	Evaluate
							1.2.4.1.7	Summarize personal information retention and disposal requirements.	Understand
							1.2.4.1.8	Outline the role of privacy policies, including cybersecurity plans and Privacy Officers.	Analyse
		1.2.5	Identify contexts that give rise to legal issues, in conjunction with legal counsel.	1.2.5.1	Assess contracts and conditions required by a <u>board</u> to delegate a contract or contract negotiation to a condominium manager.	Evaluate	1.2.5.1.1	Compare and contrast different types of contracts that a <u>condominium manager</u> may negotiate or enter into on behalf of the <u>corporation</u> .	Evaluate
				1.2.5.2	Assess how the <u>CPA</u> and <u>bylaws</u> apply to set condominium management situations.	Evaluate	1.2.5.2.1	Determine how to comply with condominium document filing requirements as prescribed by the <u>CPA</u> , the <u>bylaws</u> , and the <u>corporation</u> rules.	Evaluate
							1.2.5.2.2	Outline how the <u>CPA</u> governs the fees and disclosure of documents upon the written request of owners, purchasers, mortgagee or their solicitors.	
							1.2.5.2.3	Determine how the <u>CPA</u> , the <u>bylaws</u> , and the condominium rules apply to land title requirements, changes, and filings.	Evaluate
							1.2.5.2.4	Determine how the <u>CPA</u> , the <u>bylaws</u> , and the condominium rules apply to meeting minutes and report provision.	Evaluate
							1.2.5.2.5	Determine how the <u>CPA</u> , the <u>bylaws</u> , and the condominium rules apply to engineering or other specialist reports.	Evaluate
				1.2.5.3	Explain the role of provincial and municipal government in condominium management and property use.	Analyse	1.2.5.3.1	Describe a <u>condominium manager's</u> role in municipal and provincial legislation requirements and enforcement.	Understand
							1.2.5.3.2	Compare and contrast <u>corporation bylaw</u> adherence with <u>corporation bylaw</u> enforcement best practices.	Analyse
				1.2.5.4	Explain the role of provincial, and municipal government in condominium management and property use.	Analyse	1.2.5.4.1	Explain when a development permit or building permit is required.	Understand
							1.2.5.4.2	Explain what is meant by illegal or non-conforming use in a condominium management setting.	Understand
		1.2.6	Recommend legal and regulatory resources for matters affecting the corporation.	1.2.6.1	Determine how to apply the <u>CPA</u> and <u>bylaws</u> .	Analyse	1.2.6.1.1	Recommend legal and regulatory resources for matters affecting the corporation.	Evaluate
							1.2.6.1.2	Demonstrate compliance with condominium documents as prescribed in the <u>CPA</u> , the <u>bylaws</u> , and the condominium rules.	Apply
				1.2.6.2	Describe how <u>boards</u> should follow good governance practices and comply with <u>CPA</u> governance requirements.	Understand	1.2.6.2.1	Describe the governance provisions in the <u>CPA</u> .	Understand
		1.2.7	Assist the <u>board</u> with <u>owner</u> compliance in accordance with established <u>rules</u> and <u>bylaws</u> .	1.2.7.1	Determine appropriate actions to inform and advise the <u>board</u> .	Evaluate	1.2.7.1.1	Outline how the <u>Dower Act</u> may affect condominium fee arrears.	Analyse
							1.2.7.1.2	Explain how to create a database of <u>owners</u> .	Understand
				1.2.7.2	Outline how to apply the <u>CPA</u> and <u>bylaws</u> .	Analyse	1.2.7.2.1	Outline <u>owner</u> responsibilities.	Analyse
							1.2.7.2.2	Outline the remedies available to a <u>corporation</u> under the <u>CPA</u> , including sanction provisions, if <u>owner</u> fail to meet their responsibilities.	Analyse
							1.2.7.2.3	Outline the remedies available to <u>owners</u> , under the <u>CPA</u> , if fellow <u>owners</u> fail to meet their responsibilities.	Analyse

							1.2.7.2.4	Determine the best course of action in compliance with condominium documents as prescribed in the <u>CPA</u> and the <u>bylaws</u> .	Evaluate
							1.2.7.2.5	Outline how to set up a <u>owner</u> compliance education program.	Analyse
							1.2.7.2.6	Describe how to set up a progressive enforcement policy for a <u>corporation</u> in accordance with <u>CPA</u> and <u>bylaws</u> .	Understand
							1.2.7.2.7	Describe progressive enforcement.	Understand
							1.2.7.2.8	Advise the <u>board</u> regarding a progressive enforcement policy.	Evaluate
							1.2.7.2.9	Educate the <u>board</u> regarding the principles of natural justice.	Apply
							1.2.7.2.10	Determine required <u>corporation</u> progressive enforcement documentation.	Analyse
							1.2.7.2.11	Assess the <u>corporation's</u> progressive enforcement implementation in accordance with <u>CPA</u> and the <u>bylaws</u> .	Evaluate
				1.2.7.3	Explain how <u>condominium manager's</u> can assist <u>boards</u> with <u>bylaws</u> and rules enforcement	Analyse	1.2.7.3.1	Describe a condominium manager's role in <u>corporation</u> <u>bylaw</u> enforcement.	Understand
1.3	INTEGRATE PROFESSIONAL OBLIGATIONS INTO PRACTICE	1.3.1	Follow relevant codes of ethics, codes of conduct, and standards of practice.	1.3.1.1	Outline <u>condominium manager</u> prohibitions.	Analyse	1.3.1.1.1	Describe self-regulation as it applies to condominium management under the <u>REA</u> .	Understand
							1.3.1.1.2	Summarize <u>condominium manager</u> prohibitions under <u>REA</u> and the <u>Rules</u> .	understand
							1.3.1.1.3	Determine appropriate actions that a <u>condominium manager</u> may take in situations that present prohibitions.	Analyse
							1.3.1.1.4	Summarize <u>condominium manager</u> responsibilities under <u>REA</u> and the <u>Rules</u> .	Understand
							1.3.1.1.5	Describe the role of RECA in consumer protection and complaints.	Understand
				1.3.1.2	Assess the <u>REA</u> and the <u>CPA</u> impact on condominium management.	Evaluate	1.3.1.2.1	List the industry sectors under the jurisdiction of the <u>REA</u> .	Remember
							1.3.1.2.2	Outline the impact of the industry sectors under <u>REA</u> jurisdiction on condominiums and <u>condominium managers</u> .	Analyse
							1.3.1.2.3	Compare and contrast property management and condominium management scope of practice.	Analyse
							1.3.1.2.4	Explain the <u>REA</u> agency requirements as applicable to condominium management <u>service agreements</u> .	Understand
							1.3.1.2.5	Assess how the principles of contract law apply to condominium contracts with service providers.	Analyse
							1.3.1.2.6	Assess how the principles of contract law apply to condominium management <u>service agreements</u> .	Analyse
				1.3.1.3	Demonstrate professional behavior.	Apply	1.3.1.3.1	Identify the influences that affect ethics and professional conduct.	Remember
							1.3.1.3.2	Differentiate acting ethically and acting professionally.	Analyse
							1.3.1.3.3	Use a decision-making model to assist with ethical dilemmas.	Apply
							1.3.1.3.4	Explain acting with integrity.	Understand
							1.3.1.3.5	Outline how to protect and promote public confidence in the industry.	Analyse
							1.3.1.3.6	Describe the boundaries of a condominium management licence.	Understand

							1.3.1.3.7	Describe steps <u>condominium managers</u> may take to stay within condominium management licence boundaries.	Understand
							1.3.1.3.8	Demonstrate the steps <u>condominium managers</u> may take when faced with expertise limitations.	Apply
							1.3.1.3.9	Distinguish the consequences <u>condominium managers</u> may face when acting outside of the boundaries of their expertise.	Analyse
				1.3.1.4	Outline the framework that establishes a model of self-regulation.	Analyse	1.3.1.4.1	Explain how condominium management licensees may contribute to self-regulation.	Understand
							1.3.1.4.2	Define what is meant by professional standards.	Remember
							1.3.1.4.3	Explain the relationship between investigations, disciplinary actions, and self-regulation.	Analyse
		1.3.2	Interact with others in a professional manner.	1.3.2.1	Assess condominium management professional interactions.	Evaluate	1.3.2.1.1	Compare and contrast situations that require a <u>condominium manager</u> to interact professionally with others.	Evaluate
		1.3.3	Respect <u>owners</u> and their rights as shareholders.	1.3.3.1	Determine how to apply the <u>CPA</u> and <u>bylaws</u> .	Analyse	1.3.3.1.1	Describe circumstances that require a <u>condominium manager</u> to comply with <u>owner</u> requests on behalf of the <u>board</u> .	Understand
							1.3.3.1.2	Describe <u>owner</u> requests that are beyond the rights granted under the <u>CPA</u> .	Understand
							1.3.3.1.3	Explain the benefits associated with dealing respectfully and constructively with <u>owners</u> .	Understand
		1.3.4	Seek <u>guidance</u> and <u>resources</u> or decline to act when a matter is beyond own competence or scope.	1.3.4.1	Assess situations, documents, and information for scope and competence requirements.	Evaluate	1.3.4.1.1	Determine if a situation is within your scope of practice.	Evaluate
							1.3.4.1.2	Determine if issues beyond a condominium manager's competence may be adequately addressed within the brokerage.	Analyse
							1.3.4.1.3	Describe a <u>condominium manager's</u> obligation to communicate with their broker when an issue is beyond their competence.	Understand
							1.3.4.1.4	Determine if a situation requires the <u>board</u> to outsource work.	Evaluate
							1.3.4.1.5	Determine the expertise required for specific situations, documents, or information.	Evaluate
		1.3.5	Engage only in honest and legal activities or conduct.	1.3.5.1	Execute condominium management duties and responsibilities in an honest, legal, and transparent manner.	Apply	1.3.5.1.1	Deconstruct the essential role of licensees acting honestly and legally within self-regulation.	Analyse
		1.3.6	Report unethical, unsafe, illegal, or incompetent practices to the appropriate <u>authorities</u> .	1.3.6.1	Assess the relationship between professional behaviour, agency responsibility to <u>boards</u> , and legislative responsibilities associated with reporting unethical, unsafe,	Evaluate	1.3.6.1.1	Outline the responsibilities under the <u>Rules</u> to report unethical, unsafe, illegal, or incompetent practices to the <u>board</u> , the brokerage, RECA, and other authorities.	Analyse
		1.3.7	Practise in a manner that sustains trust and safeguards the <u>corporation</u> .	1.3.7.1	Assess condominium management practice principles that sustain trust and safeguard the <u>corporation</u> .	Evaluate	1.3.7.1.1	Explain how to integrate condominium management practice principles that sustain trust and safeguard the <u>corporation</u> into professional practice.	Analyse
		1.3.8	Maintain own personal health and wellbeing	1.3.8.1	Assess health and safety requirements, resources, and risks.	Evaluate	1.3.8.1.1	Determine how to practice in a manner that maintains personal health and wellbeing.	Evaluate
							1.3.8.1.2	Outline mental health related resources and legislation.	Analyse
							1.3.8.1.3	Summarize avenues of encouragement, advice, and mentoring.	Understand
							1.3.8.1.4	Describe how brokers may assist with personal health and wellbeing.	Understand

1.4	DEMONSTRATE COMMITMENT TO CONTINUOUS IMPROVEMENT	1.4.1	Stay informed of regulatory and practice requirement changes.	1.4.1.1	Explain how to stay up to date with regulatory and practice requirements.	Understand	1.4.1.1.1	Describe resources and opportunities available to condominium managers to stay informed of regulatory and practice requirement changes.	Understand
		1.4.2	Seek opportunities to improve through various forms of evaluation.	1.4.2.1	Demonstrate commitment to continuous learning.	Apply	1.4.2.1.1	Seek opportunities to improve through various forms of evaluation.	Apply
		1.4.3	Formulate specific, measurable, relevant, and realistic learning goals.	1.4.3.1	Assess specific, measurable, relevant, and realistic learning goals for how effectively they support continuous improvement.	Evaluate	1.4.3.1.1	Determine specific, measurable, and realistic professional development goals.	Evaluate
		1.4.4	Implement strategies to achieve learning goals.	1.4.4.1	Assess how strategy implementation promotes learning goal achievement.	Evaluate	1.4.4.1.1	Determine case specific appropriate strategies to promote learning goals.	Evaluate
		1.4.5	Integrate new knowledge and skills into practice.	1.4.5.1	Demonstrate a commitment to continuous learning and professional development.	Apply	1.4.5.1.1	Describe how integrating knowledge and skills into practice leads to continuous improvement.	Understand
		1.4.6	Support improvements to existing systems and procedures.	1.4.6.1	Outline how corporation and brokerage system evaluation should inform and support improvements.	Analyse	1.4.6.1.1	Describe how to evaluate corporation and brokerage systems for the purpose of supporting improvements.	Understand
		1.4.7	Appraise future trends in condominium development, management, and ownership.	1.4.7.1	Assess condominium development trends.	Evaluate	1.4.7.1.1	Describe factors that affect condominium development trends.	Understand
1.5	MANAGE TIME, PRIORITIES, AND WORK QUALITY	1.5.1	Recognize challenges based on data and feedback.	1.5.1.1	Assess data and feedback for potential knowledge and skill areas for improvement.	Evaluate	1.5.1.1.1	Demonstrate personal growth in knowledge and skills.	Apply
		1.5.2	Adhere to requisite brokerage performance standards.	1.5.2.1	Describe how brokerage models impact time management, priorities, and work quality.	Understand	1.5.2.1.1	Identify a brokerage's time management models.	Remember
							1.5.2.1.2	Describe some time management models that are in use.	Understand
							1.5.2.1.3	Identify techniques on how to set priorities within brokerage models.	Remember
		1.5.3	Seek opportunities to improve workflow.	1.5.3.1	Assess how workflow process impacts time management, priority setting and work quality.	Evaluate	1.5.3.1.1	Describe brokerage processes that support communication, efficiency, and quality assurance.	Understand
							1.5.3.1.2	Determine workplace software that supports efficiency.	Analyse
							1.5.3.1.3	Determine tasks that can be delegated.	Analyse
							1.5.3.1.4	Describe time management techniques.	Understand
		1.5.4	Prepare for situations that are complex or prone to error.	1.5.4.1	Assess how preparation can assist with complex situations or situation prone to error.	Evaluate	1.5.4.1.1	Judge situations based on complexity, time requirements, and potential for error.	Evaluate
		1.5.5	Outline realistic goals.	1.5.5.1	Determine why realistic goals are necessary to deal with time management, priority assessment, and work quality.	Analyse	1.5.5.1.1	Describe long term and short term goal setting methods.	Understand
							1.5.5.1.2	Describe contingency plans that can assist the board.	Understand
							1.5.5.1.3	Provide advice to the board related to priority assessment.	Apply
		1.5.6	Focus on completing tasks that align with goals.	1.5.6.1	Describe the situations that distract condominium managers from meeting board and brokerage goals.	Understand	1.5.6.1.1	Describe strategies to stay focused on long term and short term goals.	Understand
		1.5.7	Maintain flexibility in setting priorities.	1.5.7.1	Describe circumstances that may require flexible priority setting.	Understand	1.5.7.1.1	Describe common condominium management situations that may impact priority planning.	Understand
							1.5.7.1.2	Describe change management methods.	Understand
							1.5.7.1.3	Describe condominium management related workflows.	Understand

COMPETENCY DOMAIN: 2. COMMUNICATION AND COLLABORATION

COMPETENCY TITLE		PERFORMANCE CRITERIA		SUBJECT LEARNING OUTCOME	SUBJECT L.O. BLOOM'S LEVEL		SPECIFIC LEARNING OUTCOME	SPECIFIC L.O. BLOOM'S LEVEL	
2.1	COMMUNICATE EFFECTIVELY	2.1.1	Meet the regulatory English language proficiency requirements.	2.1.1.1	Check that English language proficiency requirements have been met.	Evaluate	2.1.1.1.1	Justify the need for English language proficiency requirements from a regulatory standpoint.	Evaluate
		2.1.2	Use format, medium, and techniques suited to purpose and audience.	2.1.2.1	Assess communication techniques.	Evaluate	2.1.2.1.1	Determine the best communication methods for diverse condominium management situations.	Evaluate

		2.1.3	Consider how context affects meaning and messaging.	2.1.3.1	Determine which communication techniques and communication methods are best for diverse condominium management purposes.	Evaluate	2.1.3.1.1	Use appropriate communication techniques and methods in set condominium management situations.	Apply
		2.1.4	Use precise language and terminology that is consistent with legislation.	2.1.4.1	Compare and contrast commonly used condominium management terminology with the terms used in the associated legislation.	Evaluate	2.1.4.1.1	Outline strategies that <u>condominium managers</u> may employ to promote the use and understanding of legislatively consistent language.	Analyse
							2.1.4.1.2	Describe strategies that <u>condominium managers</u> may employ to ensure clear and precise communication.	Understand
		2.1.5	Supply information that is accurate, concise, and complete.	2.1.5.1	Outline processes that ensure information is accurate, concise, and complete.	Evaluate	2.1.5.1.1	Employ appropriate processes that ensure information is accurate, concise, and complete.	Apply
		2.1.6	Check <u>quality</u> of written text.	2.1.6.1	Create a communication quality assurance process.	Create	2.1.6.1.1	Check quality of written communication using a communication quality assurance process.	Evaluate
		2.1.7	Adjust <u>speech</u> according to intent of message.	2.1.7.1	Assess speech requirements based on the intended audience and content communicated.	Evaluate	2.1.7.1.1	Explain how the intended audience determines language requirements.	Understand
							2.1.7.1.2	Determine appropriate communication styles for diverse audiences.	Analyse
							2.1.7.1.3	Describe communication logic when dealing with complaints or adversarial situations.	Understand
							2.1.7.1.4	Describe communication logic when dealing with compliants.	Understand
		2.1.8	Use active listening.	2.1.8.1	Assess active listening principles.	Evaluate	2.1.8.1.1	Describe active listening techniques.	Understand
							2.1.8.1.2	Determine the listening technique(s) required for different condominium management situations.	Evaluate
		2.1.9	Repair <u>communication breakdowns</u> .	2.1.9.1	Outline the principles commonly used to repair communication breakdowns.	Analyse	2.1.9.1.1	Describe the most common reasons why communication breaks down.	Understand
							2.1.9.1.2	Describe communication techniques that may be used in confrontations or communication breakdowns.	Understand
		2.1.10	Work with interpreters as needed.	2.1.10.1	Assess circumstances that may require the use of an interpreter.	Evaluate	2.1.10.1.1	Determine situations that require an interpreter.	Analyse
							2.1.10.1.2	Describe the information a <u>condominium manager</u> might use to obtain the <u>board's</u> approval to engage an interpreter.	Understand
							2.1.10.1.3	Describe the types of situations where a <u>condominium manager</u> might advise a <u>board</u> to consider the systematic translation of <u>corporation</u> communication.	Understand
2.2	ADVISE BOARD	2.2.1	Support the <u>board's</u> development of goals, plans, and strategies.	2.2.1.1	Outline <u>board</u> good <u>governance</u> practices.	Analyse	2.2.1.1.1	Explain the foundations of effective decision making.	Understand
							2.2.1.1.2	Assess decision making best practices related to <u>board</u> goal development, planning, and strategies.	Analyse
							2.2.1.1.3	Outline the advantages of consensus based decision making.	Analyse
							2.2.1.1.4	Outline how <u>communication managers</u> can best explain the difference between strategic issues and operational issues to <u>boards</u> .	Analyse
							2.2.1.1.5	Outline strategies <u>condominium managers</u> may employ to ensure the <u>board</u> is focused on strategic issues.	Analyse
							2.2.1.1.6	Outline the importance of strategic planning to good board governance.	Analyse
							2.2.1.1.7	Explain the importance of establishing a calendar with strategic dates to good board governance.	Understand

							2.2.1.1.8	Outline the process a <u>condominium manager</u> may follow to advise a board of potential consequences as a result of failing to follow good governance and decision making processes.	Analyse
				2.2.1.2	Outline how a <u>board</u> should implement good governance practices and comply with <u>CPA</u> governance requirements.	Analyse	2.2.1.2.1	Determine the practices that a <u>condominium manager</u> may employ to ensure that <u>board</u> focuses on <u>CPA</u> and strategic issues for the <u>corporation</u> .	Analyse
							2.2.1.2.2	Outline the process a <u>condominium manager</u> may follow to advise the <u>board</u> of the consequences of failing to comply with the <u>CPA</u> .	Analyse
		2.2.2	Seek support from specialists when matters are beyond the scope of the <u>condominium manager</u> .	2.2.2.1	Outline research goals.	Analyse	2.2.2.1.1	Provide the board with research about qualified experts that the board may choose to engage.	Apply
		2.2.3	Seek <u>guidance</u> and <u>resources</u> or decline to act when a matter is beyond own competence or scope.	2.2.3.1	Assess situations, documents, and information for scope and competence required.	Evaluate	2.2.3.1.1	Determine if a situation is within the <u>condominium manager's</u> scope of practice and competence required.	Evaluate
							2.2.3.1.2	Determine if a situation requires a <u>board</u> to outsource work.	Evaluate
							2.2.3.1.3	Determine the expertise required for specific situations, documents, or information.	Evaluate
		2.2.4	Explain decision options with their advantages and	2.2.4.1	Assess research to generate a complete picture.	Evaluate	2.2.4.1.1	Outline research goals to the <u>board</u> .	Analyse
							2.2.4.1.2	Determine how to incorporate research findings in the <u>board's</u> decision making process.	Analyse
							2.2.4.1.3	Describe how to provide findings, including gap analysis, to the <u>board</u> .	Understand
							2.2.4.1.4	Provide advice to the <u>board</u> while being aware of and disclosing conflicts of interests.	Apply
							2.2.4.1.5	Provide advice to the <u>board</u> on board strategic plan issues.	Apply
							2.2.4.1.6	Explain facts, information, and options to the <u>board</u> to facilitate building management.	Understand
							2.2.4.1.7	Explain board finance related facts, information, and options to the <u>board</u> .	Understand
							2.2.4.1.8	Explain condominium insurance coverage facts, information, and options to the <u>board</u> .	Understand
							2.2.4.1.9	Explain how to submit an insurance claim on behalf of a <u>corporation</u> to a <u>board</u> .	Understand
							2.2.4.1.10	Provide potential <u>corporation</u> service provider related advice.	Apply
							2.2.4.1.11	Advise, in conjunction with expert legal advice, on the <u>corporation</u> entering into service provider contracts.	Apply
							2.2.4.1.12	Describe the benefits of establishing and following purchasing policies and procedures to the <u>board</u> .	Understand
							2.2.4.1.13	Explain the concept of inventory control and related controls needed for the <u>corporation's</u> inventory and other chatels to the <u>board</u> .	Understand
							2.2.4.1.14	Recommend available legal dispute related breach of contract remedies to the board, with the assistance of legal counsel.	Evaluate
							2.2.4.1.15	Advise the <u>board</u> on principles of natural justice and progressive enforcement requirements as they apply to the <u>corporation</u> .	Apply
							2.2.4.1.16	Advise the <u>board</u> on the need to follow a progressive enforcement policy.	Understand

							2.2.4.1.17	Provide advice to the <u>board</u> relating whether the corporation's progressive enforcement meets the requirements of the <u>CPA</u> .	Understand
							2.2.4.1.18	Provide advice to the board related the required documentation for the <u>corporation's</u> progressive enforcement policy.	Apply
							2.2.4.1.19	Provide advice to the board related to <u>owner</u> and tenant rights and responsibilities during the <u>Board's</u> decision making process.	Analyse
							2.2.4.1.20	Compare and contrast available remedies to an innocent party when there is a breach of contract by the <u>board</u> .	Analyse
							2.2.4.1.21	Provide advice to the <u>board</u> about the requirements of occupational health and safety legislation, the Employment standards code, and legislation that applies to the <u>corporation</u> .	Analyse
							2.2.4.1.22	Explain the impact of failing to comply with human rights and occupational health and safety obligations and the associated impact on property values to the board.	Understand
				2.2.4.2	Describe how <u>Boards</u> should follow good governance practices and comply with <u>CPA</u> governance requirements.	Understand	2.2.4.2.1	Explain <u>Board's</u> role in governance.	Understand
							2.2.4.2.2	Describe a <u>condominium manager's</u> role in assisting a <u>board</u> with governance.	Understand
							2.2.4.2.3	Summarize <u>corporation</u> governance related duties.	Understand
							2.2.4.2.4	Distinguish the likely consequences of <u>Board</u> action or inaction.	Analyse
							2.2.4.2.5	Explain the likely consequences of <u>Board</u> action or inaction to the <u>Board</u> .	Understand
		2.2.5	Promptly address Board <u>concerns</u> .	2.2.5.1	Assess when <u>concerns</u> should be addressed.	Evaluate	2.2.5.1.1	Educate the <u>board</u> on how to consider concerns in relation to the strategic plan and priorities.	Apply
							2.2.5.1.2	Determine priority of concerns and options for addressing concerns with the <u>board</u> .	Analyse
				2.2.5.2	Demonstrate professionalism.	Apply	2.2.5.2.1	Address <u>board's</u> concerns objectively and courteously.	Apply
							2.2.5.2.2	Explain how to implement <u>board</u> solution directions, even if the condominium manager disagrees with the board's decisions.	Understand
		2.2.6	Inform Board of issues or material facts that may impact the corporation.	2.2.6.1	Assess issues and information for impact on the condominium corporation.	Evaluate	2.2.6.1.1	Explain third-party contract negotiation conflicts of interest, as applied in the <u>CPA</u> , to the <u>board</u> .	Evaluate
							2.2.6.1.2	Determine when it is necessary to notify the <u>board</u> immediately regarding property damage and other circumstances that may negatively impact the corporation.	Evaluate
							2.2.6.1.3	Describe how to notify the <u>board</u> immediately of significant contractual disputes, cost over runs, or time delays.	Understand
							2.2.6.1.4	Determine when it is necessary to notify the <u>board</u> of a failure to comply with applicable legislation.	Evaluate
							2.2.6.1.5	Explain the relationship between different forms of insurance to <u>board</u> .	Analyse
							2.2.6.1.6	Determine safety precautions to recommend to the <u>corporation</u> in set condominium management situations.	Evaluate

				2.2.6.2	Appraise strategies and expectations.	Evaluate	2.2.6.2.1	Describe strategies that to manage the <u>Board's</u> expectations.	Understand
		2.2.7	Assist Board with rule-making.	2.2.7.1	Outline how to create and amend the <u>corporations's by-laws</u> and rules.	Analyse	2.2.7.1.1	Educate the <u>board</u> about how to create or amend <u>corporation bylaws</u> .	Apply
							2.2.7.1.2	Explain how to create or amend <u>corporation's</u> rules to the <u>board</u> .	Describe
							2.2.7.1.3	Determine how to best advise a <u>board</u> on creating and amending <u>bylaws</u> .	Evaluate
							2.2.7.1.4	Describe how to assist the <u>board</u> with the decision making process related to creating or amending <u>bylaws</u> or rules.	Understand
							2.2.7.1.5	Determine best practices for communicating with <u>owners</u> when there is a new or amended condominium rule or <u>bylaw</u> .	Evaluate
							2.2.7.1.6	Describe how to assist the <u>board</u> with meeting and voting process changes associated with <u>bylaws</u> changes.	Understand
		2.2.8	Support the <u>Board's</u> use of good governance processes.	2.2.8.1	Assess how <u>Boards</u> should follow good governance practices and comply with <u>CPA</u> governance requirements.	Evaluate	2.2.8.1.1	Describe good governance practices from the perspective of <u>corporations</u> .	Understand
							2.2.8.1.2	Outline good governance practices from the perspective of <u>corporations</u> .	Remember
							2.2.8.1.3	Outline good governance practices from the perspective of <u>corporations</u> .	Analyse
							2.2.8.1.4	Explain the purpose of diverse <u>corporation</u> meetings including general meetings and special meetings.	Understand
							2.2.8.1.5	Describe the requirements and processes required for <u>corporation</u> meetings.	Understand
							2.2.8.1.6	Determine the appropriate processes, procedures, components, resources, and preparation required for different types of <u>corporation</u> meetings.	Analyse
							2.2.8.1.7	Describe the purpose and timing of <u>board</u> meetings.	Understand
							2.2.8.1.8	Describe how to facilitate a successful meeting.	Understand
							2.2.8.1.9	Summarize practical meeting chair and participant guidelines, including governance software, supplying information ahead of time, and rule of order.	Understand
							2.2.8.1.10	Describe tools and ideas used to plan a successful meeting.	Understand
		2.2.9	Assist the Board in <u>gap</u> identification and management.	2.2.9.1	Assess gaps and management issues.	Evaluate	2.2.9.1.1	Use research methods to gather, verify, and Analyse information.	Apply
							2.2.9.1.2	Explain findings and any gaps to the <u>board</u> .	Analyse
		2.2.10	Document <u>board</u> and <u>corporation</u> decisions, conversations, actions, and advice.	2.2.10.1	Determine <u>board</u> good governance practices that comply with the <u>CPA</u> governance requirements.	Evaluate	2.2.10.1.1	Identify the goals of group decision making and necessary foundation for effective decision making.	Understand
							2.2.10.1.2	Identify the <u>CPA</u> requirements pertaining to <u>corporation</u> meetings, including voting shares and procedures.	Remember
							2.2.10.1.3	Describe the <u>CPA</u> requirements pertaining to <u>corporation</u> meetings, including voting shares, proxies and procedures.	Understand
							2.2.10.1.4	Educate the <u>board</u> regarding <u>corporation</u> meeting requirements under the <u>CPA</u> , including processes, voting structure, and decision making.	Apply
		2.2.11	Assist the board with minute taking.	2.2.11.1	Assess the requirements and options associated with board minutes.		2.2.11.1.1	Describe the type of information contained within meeting minutes.	Understand

							2.2.11.1.2	Explain meeting minute requirements under the <u>CPA</u> .	Understand
							2.2.11.1.3	Describe to the board the various meeting minutes options.	Understand
		2.2.12	<u>Manage meetings.</u>	2.2.12.1	Explain processes related to calling the first annual general meeting.	Understand	2.2.12.1.1	Explain when first annual general meeting must be called.	Understand
							2.2.12.1.2	Describe the process required to call the first annual general meeting.	Understand
							2.2.12.1.3	Describe the process requirements of the first annual general meeting.	Understand
							2.2.12.1.4	Identify the <u>CPA</u> requirements pertaining to <u>corporation</u> meetings, including voting shares and procedures.	Remember
							2.2.12.1.5	Describe the <u>CPA</u> requirements pertaining to <u>corporation</u> meetings, including voting shares and procedures.	Understand
							2.2.12.1.6	Educate the board regarding condominium corporation meeting requirements under the <u>CPA</u> .	Apply
2.3	USE COMMUNICATION AND INFORMATION TECHNOLOGY (IT)	2.3.1	Select <u>communication technology</u> suited to task.	2.3.1.1	Assess available communication methods in the context of <u>Board</u> good governance practices and <u>CPA</u> governance requirements.	Evaluate	2.3.1.1.1	Outline the various types of software to assist with board governance and interactions between the <u>corporation</u> and <u>owners</u> .	Analyse
							2.3.1.1.2	Outline available communication methods, for maintaining owners informed of <u>corporation</u> business, to <u>board</u> .	Analyse
							2.3.1.1.3	Determine the appropriate processes, procedures, components, resources, and preparation required for different types of <u>corporation</u> meetings.	Evaluate
		2.3.2	Make appropriate <u>use of technology</u> .	2.3.2.2	Assess available communication methods in the context of <u>Board</u> good governance practices and <u>CPA</u> governance requirements.	Evaluate	2.3.2.2.1	Use relevant <u>corporation</u> and brokerage software and resources.	Apply
		2.3.3	Distribute relevant <u>online content</u> in compliance with standards and requirements.	2.3.3.1	Assess the corporation's information communications requirements in light of <u>board</u> direction and legislative requirements.	Evaluate	2.3.3.1.1	Assess the corporation's information communications requirements and identify potential concerns associated with <u>board</u> direction, and brokerage and legislative requirements.	Analyse
							2.3.3.1.2	Follow the <u>board's</u> directions provided it is consistent with brokerage policy and meets all applicable regulatory requirements.	Analyse
		2.3.4	Act professionally in an increasingly digital environment.	2.3.4.1	Assess the how the digital enviroment impacts professionalism	Evaluate	2.3.4.1.1	Describe the types of digital environment practices that lead to unprofessionalism.	Understand
							2.3.4.1.2	Describe the steps that <u>condominium managers</u> should employ to ensure they act professionally in a digital environment.	Understand
							2.3.4.1.3	Explain the requirement, under the Rules, for <u>condominium managers</u> to not bring disrepute to the industry when using social media outside of condominium management activites.	Understand
		2.3.5	Understand basic information technology <u>IT infrastructure</u> .	2.3.5.1	Assess the role of <u>IT infrastructure</u> in condominium management.	Evaluate	2.3.5.1.1	Describe basic information technology <u>IT infrastructure</u> related to condominium management.	Understand
		2.3.6	Use general office <u>productivity and collaboration applications</u> effectively.	2.3.6.1	Explain the effect of general office <u>productivity and collaboration applications</u> on improved communications and increased productivity.	Analyse	2.3.6.1.1	Outline general office <u>productivity and collaboration applications</u> used by corporations and the brokerages.	Analyse
		2.3.7	Comply with privacy, anti-spam, data security, and personal use requirements.	2.3.7.1	Assess how brokerage policies and procedures support condominium manager privacy, anti-spam, data security, and personal use requirement related compliance.	Evaluate	2.3.7.1.1	Comply with brokerage privacy, anti-spam, data security, and personal use requirement related policies and procedures.	Apply

2.4	ESTABLISH MEANINGFUL RELATIONSHIPS	2.4.1	Cultivate respectful working relationships with <u>others</u> .	2.4.1.1	Determine the link between respectful working relationships, harmonious condominium living, condominium management and professional relationships.	Evaluate	2.4.1.1.1	Choose strategies that cultivate respectful working relationships.	Apply
		2.4.2	Engage others through <u>reasoning and interpersonal skills</u> .	2.4.2.1	Assess how to engage others through reasoning and interpersonal skills in diverse situations.	Evaluate	2.4.2.1.1	Describe how to engage others by reasoning and using interpersonal skills in diverse situations.	Understand
		2.4.3	Show empathy toward the <u>perspectives</u> of others.	2.4.3.1	Assess how showing empathy toward the others' perspectives promotes constructive relationships and the improved concern resolutions.	Evaluate	2.4.3.1.1	Describe how to demonstrate empathy towards the perspective of others.	Understand
		2.4.4	<u>Manage potential conflict</u> effectively.	2.4.4.1	Assess conflict resolution strategies in a condominium management context.	Evaluate	2.4.4.1.1	Describe common condominium management areas of conflict.	Understand
							2.4.4.1.2	Describe recommended steps to address common decision-making body dysfunctions.	Understand
							2.4.4.1.3	Describe conflict resolution processes <u>condominium managers</u> may employ at board meetings.	Understand
							2.4.4.1.4	Outline conflict avoidance and conflict resolution processes available to <u>boards</u> during corporation meeting.	Analyse
							2.4.4.1.5	Outline conflict prevention techniques or processes available to <u>condominium managers</u> when dealing with <u>owners</u> , tenants, or service providers, to the <u>corporation</u> .	Analyse
							2.4.4.1.6	Outline conflict resolution processes available to <u>condominium managers</u> when dealing with <u>owners</u> , tenants, or service providers, to the <u>corporation</u> .	Analyse
		2.4.5	Request and provide constructive feedback.	2.4.5.1	Determine how constructive feedback requests and provision may foster meaningful relationships.	Analyse	2.4.5.1.1	Outline the strategies <u>condominium managers</u> may use to request and provide constructive feedback.	Analyse
		2.4.6	Support the maintenance of a harmonious condominium community.	2.4.6.1	Assess how a harmonious condominium community helps the <u>corporation</u> comply with all applicable legislation, helps the <u>corporation</u> and <u>owners</u> meet their goals, increases property values and satisfaction, and enhances <u>condominium managers'</u> business.	Evaluate	2.4.6.1.1	Describe the strategies a <u>condominium manager</u> may employ to foster a harmonious condominium community.	Understand
		2.4.7	Act as liaison between <u>board</u> and <u>owners</u> .	2.4.7.1	Deconstruct how condominium managers act as liaisons between the <u>board</u> and <u>managers</u> .	Evaluate	2.4.7.1.1	Describe the various activities <u>condominium managers</u> are expected to perform when liaising between the board and <u>owners</u> .	Understand
2.5	DEMONSTRATE RESPECT FOR DIVERSITY	2.5.1	Challenge <u>assumptions</u> about self and others.	2.5.1.1	Determine the necessity of condominium managers challenging their assumptions to demonstrate respect for diversity.	Evaluate	2.5.1.1.1	Critique your own assumptions about self or others.	Evaluate
		2.5.2	Learn about the ideas and opinions of others.	2.5.2.1	Explain how learning about others' ideas and opinions fosters respect for diversity.	Analyse	2.5.2.1.1	Describe strategies to become informed about the opinions and ideas of others.	Understand
							2.5.2.1.2	Compare and contrast ideas and opinions of others.	Evaluate
		2.5.3	Exhibit <u>inclusive behaviour</u> .	2.5.3.1	Assess the ways <u>condominium managers</u> can exhibit inclusive behaviour.	Evaluate	2.5.3.1.1	Recognize systems and behaviours that make others feel excluded.	Remember
							2.5.3.1.2	Demonstrate communicating or acting in ways that make others feel included.	Apply
		2.5.4	Use vocabulary that is respectful and inclusive of others.	2.5.4.1	Assess the ways vocabulary and communications can be adapted to be inclusive of others.	Evaluate	2.5.4.1.1	Choose inclusive language	Apply
							2.5.4.1.2	Express respect and inclusivity of others.	Understand
		2.5.5	Recognize systems and behaviours that exclude others.	2.5.5.1	Assess how systems and behaviours may exclude others.	Evaluate	2.5.5.1.1	Demonstrate proactively addressing systems and behaviours that may exclude others.	Apply
		2.5.6	Meet legal requirements regarding diversity, equity, harassment and discrimination.	2.5.6.1	Assess the various diversity, equity, harassment and discrimination related legal requirements.	Evaluate	2.5.6.1.1	Facilitate <u>board</u> and <u>owner</u> diversity, equity, harassment, and discrimination legal requirement compliance.	Apply

							2.5.6.1.2	Describe the impact of failing to comply with diversity, equity, harassment, and discrimination and the impact on property values.	Understand
							2.5.6.1.3	Act in keeping with diversity, equity, harassment, and discrimination legal requirements.	Apply
2.6	NEGOTIATE WITH INTEGRITY	2.6.1	Conduct negotiations as directed by Board.	2.6.1.1	Explain the need for negotiations to be conducted in accordance with the <u>board's</u> direction.	Understand	2.6.1.1.1	Describe the strategies condominium managers may employ to ensure they conduct negotiations as directed by the <u>board</u> .	Understand
		2.6.2	Facilitate best possible terms for the corporation.	2.6.2.1	Assess how the <u>condominium manager's</u> duty to act in the best interests of the <u>corporation</u> applies to the negotiation process.	Evaluate	2.6.2.1.1	Describe the need for <u>condominium managers</u> to seek <u>board</u> direction regarding what constitutes the best possible terms for the corporation.	Understand
							2.6.2.1.2	Assess how to effectively prepare for a negotiation.	
		2.6.3	Explore others' objectives, goals and desired outcomes.	2.6.3.1	Assess how understanding the objectives, goals, and desired outcomes of other parties can lead to better outcomes for all parties.	Evaluate	2.6.3.1.1	Describe the ways a <u>condominium manager</u> may uncover the objectives, goals and desired outcomes of other parties.	Understand
							2.6.3.1.2	Determine others' objectives, goals and desired outcomes.	evaluate
				2.6.3.2	Differentiate negotiation strategies and dispute resolution techniques.	Evaluate	2.6.3.2.1	Compare and contrast distributive and integrative approaches to negotiations.	Analyze
							2.6.3.2.2	Assess effectiveness of a negotiation using multiple criteria.	Evaluate
							2.6.3.2.3	Assess response to another negotiator's questionable tactics used.	Evaluate
							2.6.3.2.4	Describe behavioural principles and strategies for effective negotiation.	Understand
				2.6.3.3	Determine how to employ integrity while negotiating.	Evaluate	2.6.3.3.1	Compare and contrast integrity and transparency.	Analyze
							2.6.3.3.2	Describe negotiation techniques that lack integrity.	Understand
							2.6.3.3.3	Determine how to manage negotiations based on best information available.	Evaluate
		2.6.4	Promote mutual understanding of different points of view.	2.6.4.1	Assess why mutual understanding promotes better negotiation outcomes.	Evaluate	2.6.4.1.1	Describe how to encourage other parties to accept an diverse understandings or points of view.	Remember
		2.6.5	Negotiate based on factual observations and information.	2.6.5.1	Make conclusions regarding <u>condominium manager</u> contract terms by on behalf of the <u>corporation</u> .	Evaluate	2.6.5.1.1	Assess the value of the information and how it corresponds to the <u>corporation</u> in negotiations.	Evaluate
				2.6.5.2	Recommend negotiation strategies and dispute resolution techniques.	Evaluate	2.6.5.2.1	Inform the <u>board</u> and provide negotiation strategies and dispute resolution techniques with their advantages and disadvantages.	Evaluate
		2.6.6	Offer realistic compromises during negotiations.	2.6.6.1	Assess how offering realistic compromises leads to better negotiated outcomes.	Apply	2.6.6.1.1	Explain negotiation options and realistic compromises.	Understand
		2.6.7	Maintain objectivity when confronted with interpersonal conflicts.	2.6.7.1	Assess how a lack of objectivity can lead to poor outcomes.	Analyse	2.6.7.1.1	Respond objectively to interpersonal conflicts.	Apply
		2.6.8	Use suitable <u>negotiating style</u> .	2.6.8.1	Assess negotiation strategies and dispute resolution techniques.	Evaluate	2.6.8.1.1	Integrate behavioural principles and strategies for effective negotiations.	Analyze
							2.6.8.1.2	Assess the effectiveness of a negotiation using multiple criteria.	Evaluate

COMPETENCY DOMAIN: 3. ADMINISTRATION AND MANAGEMENT

COMPETENCY TITLE	PERFORMANCE CRITERIA	SUBJECT LEARNING OUTCOME	SUBJECT L.O. BLOOM'S LEVEL	SPECIFIC LEARNING OUTCOME	SPECIFIC L.O. BLOOM'S LEVEL			
3.1	MANAGE DOCUMENTS AND CONTRACTS	3.1.1 Use documents in an approved manner.	3.1.1.1	Assess contracts and conditions required to delegate contracts to a <u>condominium manager</u> .	Evaluate	3.1.1.1.1	Compare and contrast diverse contracts that a <u>condominium manager</u> may enter into on behalf of the <u>corporation</u> .	Evaluate

							3.1.1.1.2	Explain the essentials of a binding contract.	Understand
							3.1.1.1.3	Describe the kind of clauses contracts can contain to resolve disputes.	Understand
							3.1.1.1.4	Explain privity of contract.	Understand
							3.1.1.1.5	Explain the relationship between privity of contract and a party's right to assign rights under a contract.	Analyse
							3.1.1.1.6	Explain the use of conditions precedent as they relate to fraudulent and dishonest acts.	Understand
							3.1.1.1.7	Compare and contrast void, voidable, and unenforceable contracts.	Analyse
							3.1.1.1.8	Describe the processes condominium managers may employ to review contracts between the condominium and service providers.	Understand
							3.1.1.1.9	Describe ways to terminate a contract.	Understand
							3.1.1.1.10	Describe condominium manager agency obligations to corporations when negotiating or entering into service contracts on behalf of the corporation.	Understand
		3.1.2	Draft documents using language that is clear, accurate, concise, and legally correct.	3.1.2.1	Plan documents required to manage a <u>corporation</u> .	Create	3.1.2.1.1	Compare and contrast the different types of condominium documents and their purpose.	Evaluate
							3.1.2.1.2	Determine the source of condominium documents.	Evaluate
							3.1.2.1.3	Explain the information contained in the unit title.	Understand
							3.1.2.1.4	Explain the purpose of an estoppel certificate.	Understand
							3.1.2.1.5	Explain the purpose of the certificate of insurance.	Describe
		3.1.3	Review documents for accuracy, clarity, and compliance.	3.1.3.1	Assess situations related to the acquisition of goods and services by a <u>condominium manager</u> for the <u>corporation</u> .	Evaluate	3.1.3.1.1	Describe legitimate reasons to dispute an invoice.	Understand
							3.1.3.1.2	Explain the importance of contract management.	Analyse
							3.1.3.1.3	Outline negotiation and conflict resolution strategies to resolve invoice disputes.	Analyse
				3.1.3.2	Outline the process by which <u>brokerage's</u> enter into <u>service agreements with corporations</u> .	Analyse	3.1.3.2.1	Outline the <u>service agreement</u> requirements prescribed by the <u>Rules</u> .	Analyse
							3.1.3.2.2	Explain the obligation to negotiate service contracts with integrity.	Understand
							3.1.3.2.3	Describe the value of including dispute resolution processes in service agreements to resolve disputes between the corporation and the brokerage.	Understand
							3.1.3.2.4	Assess how the principles of contract law apply to condominium management service contracts.	Evaluate
				3.1.3.3	Determine how to apply the <u>CPA</u> and <u>bylaws</u> .	Analyse	3.1.3.3.1	Demonstrate compliance with condominium documents as prescribed in <u>CPA</u> and <u>bylaws</u> .	Apply
		3.1.4	Retain documents according to legislative requirements.	3.1.4.1	Determine how the <u>REA</u> , <u>CPA</u> and <u>bylaws</u> apply to diverse situations.	Analyse	3.1.4.1.1	Explain the importance and processes involved in document stewardship.	Understand
		3.1.5	Provide access to documents as appropriate.	3.1.5.1	Outline the reasons condominium management documents may be accessed in a condominium management setting.	Analyse	3.1.5.1.1	Describe how to comply with responsibilities to <u>owners</u> , buyers and mortgagee of resale condominium sales on behalf of the <u>corporation</u> .	Understand
3.2	PERFORM FINANCIAL PLANNING AND REPORTING	3.2.1	Monitor operating and capital budgets for <u>Board</u> analysis.	3.2.1.1	Outline the annual operating budget contents, components, and budget details to a <u>board</u> .	Analyse	3.2.1.1.1	Explain the purpose of budgeting.	Understand
							3.2.1.1.2	Describe different types of budgets, in particular the annual operating budget.	Understand

							3.2.1.1.3	Explain how to calculate condominium fees payable by each <u>owner</u> .	Understand
							3.2.1.1.4	Explain the link between operating budget and operating fund.	Understand
							3.2.1.1.5	Describe how activities are recorded in the operating fund.	Understand
							3.2.1.1.6	Compare and contrast capital improvement and replacement and requirements to get a capital improvement approved.	Analyse
		3.2.2	Present or interpret financial statements.	3.2.2.1	Explain basics of accounting, specifically, fund accounting.	Understand	3.2.2.1.1	Explain generally accepted accounting principles.	Understand
							3.2.2.1.2	Describe journalizing, posting, and trial balancing.	Understand
							3.2.2.1.3	Compare and contrast a balance sheet and an operating statement.	Analyse
							3.2.2.1.4	Explain what must be included in financial statements prepared for an annual general meeting.	Understand
							3.2.2.1.5	Explain the purpose of establishing a condominium brokerage trust account.	Understand
							3.2.2.1.6	Summarize principles of fund accounting.	Understand
							3.2.2.1.7	Compare and contrast an operating statement and a reserve fund.	Analyse
							3.2.2.1.8	Describe the ways in which <u>corporations</u> may finance their activities.	Understand
							3.2.2.1.9	Explain what monthly contributions are and how they are calculated.	Understand
							3.2.2.1.10	Explain the purpose of special assessments.	Understand
				3.2.2.2	Describe creation, maintenance, and use of a reserve fund and process of obtaining a reserve fund report.	Understand	3.2.2.2.1	Explain what a reserve fund report is and its importance to corporations.	Understand
							3.2.2.2.2	Outline the trust accounts requirements under the <u>REA</u> .	Analyse
		3.2.3	Provide regular <u>financial reports</u> to <u>board</u> .	3.2.3.1	Explain the role of provincial, and municipal government in condominium management and property use.	Understand	3.2.3.1.1	Describe the property assessment process.	Understand
		3.2.4	Calculate the financial implications of proposals and decisions.	3.2.4.1	Describe contents and components of an annual operating budget and explain budget information to a <u>board</u>	Understand	3.2.4.1.1	Explain link between operating budget and operating fund.	Understand
				3.2.4.2	Describe creation, maintenance, and use of a reserve fund and process of obtaining a reserve fund report	Understand	3.2.4.2.1	Explain the importance of incorporating the reserve fund report and contribution schedule into the annual budget.	Understand
							3.2.4.2.2	Explain the role of the reserve fund report in setting unit contributions.	Understand
		3.2.5	Document the Board's short- and long-term <u>financial goals</u> according to the service agreement.	3.2.5.1	Describe creation, maintenance, and use of a reserve fund and process of obtaining a reserve fund report	Understand	3.2.5.1.1	Discuss the importance of incorporating the reserve fund report and contribution schedule into the annual budget and the role of the reserve fund report in setting unit contributions	Understand
		3.2.6	<u>Participate</u> in annual financial filings and reviews.	3.2.6.1	Assess the financial filings and reviews required by corporations.	Evaluate	3.2.6.1.1	Explain the Canada Revenue Agency filing requirements in a condominium management setting.	Understand
							3.2.6.1.2	Explain basics of accounting, specifically fund accounting.	Understand
							3.2.6.1.3	Educate the <u>board</u> on Canada Revenue Agency filing requirements in order to obtain approval.	Apply
							3.2.6.1.4	Produce an annual <u>corporation</u> status report.	Create
							3.2.6.1.5	Explain the annual <u>corporation</u> status report to the <u>board</u> to obtain approval and file the report.	Understand
3.3	OPERATE PROPERTY WITHIN FINANCIAL GUIDELINES	3.3.1	Monitor corporation's financial status against budget and goals.	3.3.1.1	Assess the importance of financial monitoring to ensure the corporation meets its financial goals.	Evaluate	3.3.1.1.1	Describe the various strategies condominium managers may employ to undertake financial monitoring.	Understand

							3.3.1.1.2	Provide periodic financial reports as requested by the <u>board</u> .	Apply
		3.3.2	<u>Implement</u> efficient and cost-effective solutions.	3.3.2.1	Assess how cost effective solutions helps the corporation meet its financial goals.		3.3.2.1.1	Describe the types of cost effective solutions <u>condominium managers may</u> employ to assist <u>corporations</u> in meeting their financial goals.	Understand
		3.3.3	Manage capital reserve fund study as instructed by the <u>Board</u> and in accordance with legislation.	3.3.3.1	Assess the <u>CPA</u> requirements related to capital reserve fund studies and the options available to the <u>board</u> .	Evaluate	3.3.3.1.1	Explain a capital reserve fund study and plan.	Understand
							3.3.3.1.2	Compare and contrast an operating statement and a reserve fund.	Evaluate
							3.3.3.1.3	Describe decision criteria <u>boards</u> must undertake relating to capital reserve fund studies.	Understand
				3.3.3.2	Outline annual operating budget contents and components to a <u>board</u> .	Analyse	3.3.3.2.1	Explain the budget to a board.	Understand
							3.3.3.2.2	Explain the budgeting process for major repairs and use of a reserve fund budget.	Understand
				3.3.3.3	Describe creation, maintenance, and use of a reserve fund, including the process of obtaining a reserve fund report.	Understand	3.3.3.3.1	Explain when a special levy is needed and how it can be collected.	Understand
		3.3.4	Ensure financial transactions are independent of <u>personal influence</u> .	3.3.4.1	Assess the circumstances under which the condominium manager's personal influence may taint the perception of the transaction.	Analyse	3.3.4.1.1	Describe the circumstances under which the condominium manager's personal influence would be beneficial or harmful to corporation financial transactions.	Understand
							3.3.4.1.2	Describe the process condominium managers must follow to ensure the board is aware of their potential influence and approve the transaction.	Understand
3.4	UNDERSTAND THE FOUNDATIONS OF BUILDING OPERATIONS	3.4.1	Communicate regarding real property physical aspects.	3.4.1.1	Compare and contrast physical aspects of real property.	Evaluate	3.4.1.1.1	Summarize building codes and building standards most commonly impacting condominium management settings.	Understand
							3.4.1.1.2	Explain common defects in building design and construction.	Analyse
		3.4.2	Ensure documents and tasks related to the physical aspects of the <u>corporation's</u> real property are in order and up to date.	3.4.2.1	Assess the impact of real property maintenance on the <u>corporation</u> .	Analyse	3.4.2.1.1	Use industry building codes and building standards language.	Apply
							3.4.2.1.2	Compare and contrast multi-family and commercial building construction materials and methods.	Analyse
							3.4.2.1.3	Compare and contrast common multi-family dwelling building problems.	Analyse
							3.4.2.1.4	Recommend potential remedies for common multi-family dwelling building problems.	Evaluate
							3.4.2.1.5	Assess common commercial building problems.	Evaluate
							3.4.2.1.6	Recommend potential remedies for common commercial building problems.	Evaluate
							3.4.2.1.7	Explain the short term impact of common building design and construction defects on the physical operation of building.	Understand
							3.4.2.1.8	Identify features that define green real estate and discuss their benefits for multi-family residential and commercial properties.	Understand
							3.4.2.1.9	Define contents of an energy conservation program.	Remember
				3.4.2.2	Outline building maintenance and operating procedures.	Analyse	3.4.2.2.1	Identify building controls, maintenance, and energy conservation.	Remember

							3.4.2.2.2	Describe different types of maintenance and associated duties with the various building components.	Understand
							3.4.2.2.3	Describe the types of professionals <u>corporations</u> will need to engage to undertake the maintenance.	Understand
							3.4.2.2.4	Describe how to carry out building maintenance.	Understand
							3.4.2.2.5	Describe how to perform a building audit as directed by the board.	Understand
							3.4.2.2.6	Outline how to implement and carry out or contract out preventive and corrective maintenance programs.	Analyse
							3.4.2.2.7	Explain how to schedule accounting, maintenance, and repairs controls as per <u>board</u> policy or instruction.	Understand
							3.4.2.2.8	Explain the importance of detailed maintenance records as appropriate.	Understand
							3.4.2.2.9	Outline preparation of an operating procedures manual where applicable (ex: HVAC systems, elevator, pool, etc).	Analyse
		3.4.3	Understand the elements, systems, and components that affect physical building operations.	3.4.3.1	Assess the physical building operation of different types of buildings.	Evaluate	3.4.3.1.1	Explain different building systems.	Analyse
							3.4.3.1.2	Explain various construction systems used to create buildings.	Analyse
							3.4.3.1.3	Describe various building design concepts used in buildings.	Understand
							3.4.3.1.4	Describe the most common types of building and environmental evaluation.	Understand
							3.4.3.1.5	Identify sustainable products, practices, and services.	Remember
							3.4.3.1.6	List provincial and federal legislation that govern buildings and the environment in Alberta.	Remember
							3.4.3.1.7	Assess the impact of occupational health and safety requirements on physical building operations.	Evaluate
							3.4.3.1.8	Describe different types of property defects.	Understand
							3.4.3.1.9	Describe the disclosure requirements for each type of defect.	Understand
3.5	OPERATE A PHYSICAL BUILDING	3.5.1	Obtain quotes from potential service providers.	3.5.1.1	Outline condominium management quotation request processes.	Analyse	3.5.1.1.1	Outline the various ways condominium managers may obtain quotes from potential service providers.	Analyse
							3.5.1.1.2	Describe the <u>condominium manager's</u> duty to consult with the board and to follow the processes directed by the <u>board</u> .	Understand
		3.5.2	Arrange property maintenance and project management.	3.5.2.1	Describe purchasing of goods and services by a <u>condominium manager</u> for the <u>corporation</u> .	Understand	3.5.2.1.1	Describe the process of hiring a contractor.	Understand
		3.5.3	Interact with trades and service providers according to <u>board</u> direction.	3.5.3.1	Outline how to establish and maintain sound relationships with trade and service providers.	Analyse	3.5.3.1.1	Outline the contractor hiring process.	Analyse
							3.5.3.1.2	Explain the importance of monitoring work and verifying warranties.	Understand
		3.5.4	Capture documentation on projects or repairs.	3.5.4.1	Assemble documentation records for projects and repairs.	Create	3.5.4.1.1	Explain the importance of maintenance records.	Understand
							3.5.4.1.2	Create project decisions and records.	Create
		3.5.5	Stay informed of <u>changes</u> that affect physical building operations.	3.5.5.1	Assess the effect of changes on physical building operations.	Evaluate	3.5.5.1.1	Compare and contrast the effect of industry changes on the physical building operation of different building systems.	Evaluate

							3.5.5.1.2	Examine new sustainable products, practices, and services using sound foundational physical building operational knowledge.	Analyse
							3.5.5.1.3	Assess new sustainable products, practices, and services.	Evaluate
							3.5.5.1.4	Assess the impact of changes to provincial and federal legislation that governs buildings and the environment in Alberta.	Evaluate
							3.5.5.1.5	Assess the impact of occupational health and safety changes on physical building operations.	Evaluate
							3.5.5.1.6	Explain the impact of industry changes on defect disclosure requirements.	Describe
3.6	MITIGATE RISK	3.6.1	Recognize <u>risks</u> based on circumstances.	3.6.1.1	Assess circumstances for risks.	Evaluate	3.6.1.1.1	Define risk.	Remember
							3.6.1.1.2	Identify the risks that are likely to be present in a condominium property.	Remember
				3.6.1.2	Assess the <u>corporation's</u> liability.	Evaluate	3.6.1.2.1	Explain the purpose of the <i>Occupiers Liability Act</i> .	Understand
							3.6.1.2.2	Explain the effect of the <i>Occupiers Liability Act</i> on common law.	Understand
							3.6.1.2.3	Outline how <u>corporations</u> and <u>condominium managers</u> might incur liability under the <i>Occupiers Liability Act</i> .	Analyse
				3.6.1.3	Outline a brokerage's risk management policy.	Analyse	3.6.1.3.1	Describe how brokerage policies and procedures serve to manage risk.	Understand
							3.6.1.3.2	Outline how <u>condominium managers</u> can reduce risk.	Analyse
		3.6.2	Inform Board of potential and known risks, including <u>mitigation strategies</u> .	3.6.2.1	Assess health and safety risks.	Evaluate	3.6.2.1.1	Recognize risks based on circumstances.	Remember
							3.6.2.1.2	Assess how to reduce or mitigate recognized risks based on circumstances.	Evaluate
							3.6.2.1.3	Explain safety precautions to <u>corporations</u> .	Understand
							3.6.2.1.4	Recommend how to reduce or mitigate recognized risks based on circumstances to the <u>board</u> .	Evaluate
							3.6.2.1.5	Assist the board with the development of an occupational health and safety management plan for the <u>corporation</u> .	Apply
							3.6.2.1.6	Use safety protocols and tools.	Apply
				3.6.2.2	Design a plan to reduce health and safety risks.	Create	3.6.2.2.1	Assess health and safety risks.	Evaluate
							3.6.2.2.2	Identify and inform the <u>corporation</u> of potential property contamination or hazards.	Evaluate
							3.6.2.2.3	Recommend property contamination or hazards testing options to the <u>corporation</u> .	Evaluate
							3.6.2.2.4	Facilitate <u>board</u> review of condominium risk assessment plans.	Analyse
							3.6.2.2.5	Determine risk assessment plan adherence and remediation.	Analyse
							3.6.2.2.6	Determine how to manage <u>corporation</u> , <u>customer</u> , and community risk related concerns.	Analyse
		3.6.3	Encourage <u>Board</u> to hire qualified contractors.	3.6.3.1	Select reliable contractors that meet the <u>Board's</u> requirements	Analyse	3.6.3.1.1	Demonstrate unbiased and qualified contractor hiring practices.	Apply
		3.6.4	Advise <u>Board</u> of the benefits of securing <u>financial protection</u> .	3.6.4.1	Employ sound economic liability coverage.	Apply	3.6.4.1.1	Explain how different types of insurance contribute to protecting the <u>Board's</u> finances.	Apply