

## How is a condominium manager best protected against getting complaints?

That's easy: Don't be one.

That's about it, you know. If you are a condominium manager, there are going to be complaints about you. There just will; and your best defense is, no, not a great offense, and, no, not a great defense. Your best defense is resilience. Self-confidence and flexibility will carry you through even the worst days. Oh and, yes, doing the right things.

It seems trite, we know, but doing the right thing is always the right thing to do.

For a condominium manager, what are the right things? Getting reports done on time? Well, that certainly helps. Making sure that records of common expense contributions are up to date and accurate, and that you have recommended proper lien enforcement action where necessary? Yes, those are also appropriate. Being on top of service providers, contractors, work orders, accounts payable, and so on and so forth? Yes, do all that. In fact, your best option is to have a team of you who do all that; but if you are a solo operator, well, you've still got to try to get it all done.

But underlying all that is that other thing. You know what we mean; the thing that seemed most important when the *Condominium Management Services Act, 2015* came into force: The Code of Ethics.

“A man[ager] has to have a code,  
a creed to live by.”

John Wayne



What's important about the Code is not that compliance with it will cause you to avoid getting any complaints. You'll still get them; but by and large, they won't have much, if any, force. And will it help you to get your other work done – like, your *work work*? Yes. In fact, compliance with the condominium manager's Code of Ethics (set out in [Part 1 of Ont. Reg. 3/18](#)) is fundamental to every area of your performance. That's because the Code is less about what you are doing, than it is about the *attitudes, character and principles* that you bring to what you do.

Note for example, its key words and concepts: fairness, honesty, integrity, equity, responsibility, conscientiousness, courteousness, responsiveness, diligence, and trust. Really, the whole of the Code is neatly summarized in its last provision, number 11, which reads: “**A licensee shall not engage in any act or omission that, having regard to all of the circumstances, would reasonably be regarded as disgraceful, dishonourable, unprofessional or unbecoming a licensee.**”

We've met many condominium managers in many different companies and cities. We've watched your performance in many different situations and over many years. What we've found is that those whose focus is on *being the kind of person* who meets the standard exemplified by the Code are also, inevitably, the very best at everything else that a manager has to do. Are they flawless? No. Who is? And, frankly, with a job like yours, who could be? Only the most magnificent juggler could come close to balancing the multiplicity of duties and skills you have to bear. So making a few mistakes now and then is just par for the course. But when you exemplify the attitudes and integrity demanded by your profession's Code of Ethics, other things will start naturally falling effectively into place. And that – along with the resilience it takes to handle the complaints you don't deserve – is how you most succeed.