



**AN INTRODUCTION TO CNAM'S AM  
COMPETENCY FRAMEWORK FOR  
CANADIAN COMMUNITIES**

Presentation

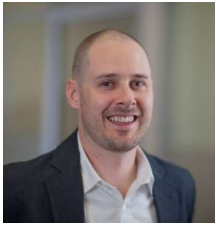
14 Oct 2020

Brought to you by the  
Canadian Network of  
Asset Managers

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# WELCOME Introductions

## **Ian Gerritsen** *CNAM Program Manager and AMCF Lead Editor (Presenter)*



- Business consultant and experienced operational leader with icInfrastructure
- AM journeys, developing strategic AM processes and decision-making frameworks
- Lead Editor of CNAM's AM Competency Framework for Canadian Communities

## **Iain Cranston** *CNAM Program Manager & Trainer*



- Helps public and private sector improve business practices and make better decisions
- Developed CNAM's "New to Asset Management" & AM101 Booklet
- Canadian mirror committee to ISO/TC 251 on Asset Management

## **Joey Thibault** *CNAM Program Coordinator*



- AM Analyst, background in Finance
- Project coordinator for CNAM's MAMP & AMCF Program

# WELCOME Agenda

- Welcome
- Background
- Why a Competency Framework?
- Competency Management
- The AM Competency Framework
- Implementing the AMCF
- Ongoing Development
- Wrap Up





# BACKGROUND

MAMP | Program Funding Partners | Program National Partners | Program Goals |  
AMCF Development

# BACKGROUND Municipal Asset Management Program

Municipal Asset  
Management  
Program:

**MAMP**

**“... funding, training and resources to help you strengthen your asset management practices...”**

*This initiative is offered through the Municipal Asset Management Program, which is delivered by the Federation of Canadian Municipalities, and funded by the Government of Canada*



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS



Government  
of Canada

Gouvernement  
du Canada

<https://fcm.ca/en/programs/municipal-asset-management-program>



# BACKGROUND Program Funding Partners



Government  
of Canada

Gouvernement  
du Canada



Government Finance  
Officers Association



# BACKGROUND Program National Partners



Canadian Institute of Planners (CIP)

<http://cip-icu.ca/>

Canadian Public Works Association (CPWA/APWA)

<https://www.cpwa.net/>

Canadian Society for Civil Engineering (CSCE)

<https://csce.ca/>

Government Finance Officers Association (GFOA)

<http://www.gfoa.org/>

The Institute of Asset Management (IAM)

<https://theiam.org/>

Institute of Public Works Engineering Australasia (NAMS Canada / IPWEA)

<https://www.ipwea.org/>

Municipal Natural Assets Initiative (MNAI)

<http://mnai.ca/>

PEMAC Asset Management Association of Canada (PEMAC)

<https://www.pemac.org/>



# BACKGROUND Program Goals

Develop an Asset Management Competency Framework for Canadian Communities (AMCF) that will:

1. Provide alignment on the scope of AM, while highlighting the connections between the various professions that overlap with the interdisciplinary practice of AM, as represented by the range of national partners involved in the development process.
2. Establish a shared understanding of the competencies – the knowledge, skills, and behaviors – that a community's workforce *should possess* to *best deliver* their asset management programs.
3. Provide communities with a foundation to identify AM capability gaps and the structure needed to create a plan to address those gaps with targeted development opportunities.
4. Provide communities with better information to facilitate the hiring of qualified candidates in their organization.



# BACKGROUND AMCF Development

Lengthy development through 2019

## Alpha Release – May 5, 2019

- Reviewed by Cohorts, Working Groups

## Beta Release – Oct 5, 2019

- Reviewed by Regional CoPs and others

## Public Release – Feb 10, 2020

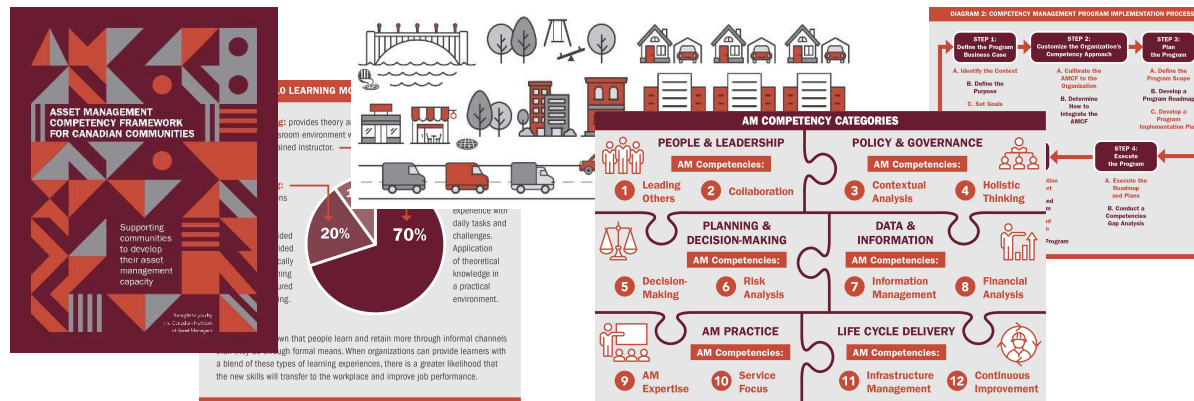
- Ongoing collection of feedback from users



# BACKGROUND AMCF Development

Download your copy of the AM Competency Framework for Canadian Communities today!

<https://cnam.ca/resources/am-competency-framework/>



Electronic copies of the AMCF are available for **FREE for everyone!**

# BACKGROUND AMCF Development

- Program currently underway - **Jan 2020 to Dec 2021**
- Developing **additional content and tools** for the AMCF
- Developing an **AMCF Web Portal** (coming in 2021)
- **AMCF Cohort Programs** (coming in 2021)



Details at the end of the presentation



# WHY A COMPETENCY FRAMEWORK?

The Canadian AM Capacity Problem | How Competency Management Can Help

# WHY A CF? The Canadian AM Capacity Problem

*“Attracting and retaining qualified employees ranks second only to the economy as the most significant threat to municipal organizations today”*

Canadian Association of Municipal Administrators (CAMA)

## **AM is even more challenging:**

- AM is new
- AM is growing
- AM is interdisciplinary
- AM has no comprehensive institutional learning programs

## **How Big is the Problem?**

*~ 5000 Municipalities in Canada*

*Assume just 10% want to hire*

*That's 500 people!*

*What if its 25%?*

*What about the private sector?*

---

# WHY A CF? How Competency Management Can Help

CNAM and the National Partners felt that capacity/capability development was the most beneficial action for supporting Canadian public sector organizations.

Competency Management is about developing **ability**

A Competency is...

*... the ability to perform a set of related tasks.*



# COMPETENCY MANAGEMENT

Terminology | How it Fits Together | What You Use It For | Benefits

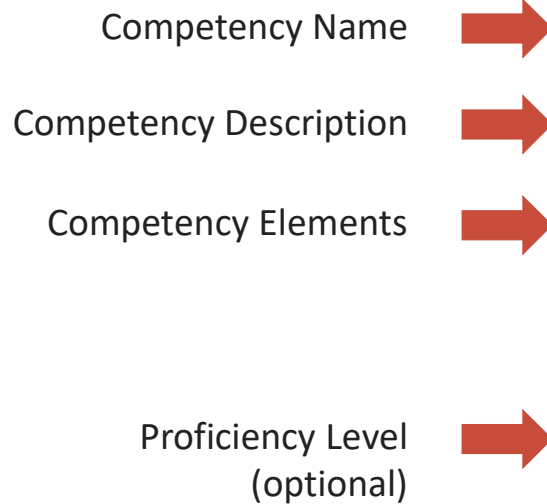
# COMPETENCY MANAGEMENT Terminology

<b>Competency</b>	The integration of a cluster of related knowledge, skills, and behaviors that contribute to individual and organizational performance.
<b>Competency Management</b>	The cataloging, management, and development of competencies in an organization.
<b>Competency Proficiency</b>	A defined “level” at which an individual in a group should perform a competency at.
<b>Competency Profile</b>	An outline of the specific competencies and target proficiency levels required to be successful within a defined group (i.e., those who perform a bundle of related tasks).
<b>Competency Assessment</b>	The process of measuring and judging evidence of an individual’s capability or proficiency relative to a defined standard (i.e. the proficiency level).
<b>Competency Model</b>	A set of key competencies that define the required capabilities for superior performance in a defined group in an organization.
<b>Competency Framework</b>	A broad conceptual structure for integrated, organizing, and aligning multiple competency models.



# COMPETENCY MANAGEMENT Terminology

## Competency Descriptions



### 4.0 THE ASSET MANAGEMENT COMPETENCY FRAMEWORK FOR CANADIAN COMMUNITIES (Continued)

#### PEOPLE & LEADERSHIP (Continued)

##### 4.5.2 COLLABORATION

Collaboration involves the ability to identify and initiate working relationships and to develop and maintain them in a way that benefits both parties. An AM practitioner would use their emotional intelligence to effectively manage relationships, facilitate team problem-solving, and communicate purpose, values and vision. They would build and support cross-disciplinary and cross-functional teams. They would foster collaborative, contextual decision-making and planning that empowers individuals and teams.

##### Effective Behaviours:

- ✓ Works with others towards shared goals. Participates actively and equitably in group work. Facilitates the same in others. Able to identify, initiate, and maintain relationships between the right stakeholders to effectively achieve goals.
- ✓ Facilitates the sharing of diverse viewpoints to achieve a more comprehensive understanding of a problem or situation. Encourages respectful dialogue which explores underlying perspectives, interests, and biases, acknowledges feelings, and gives all participants equitable attention and

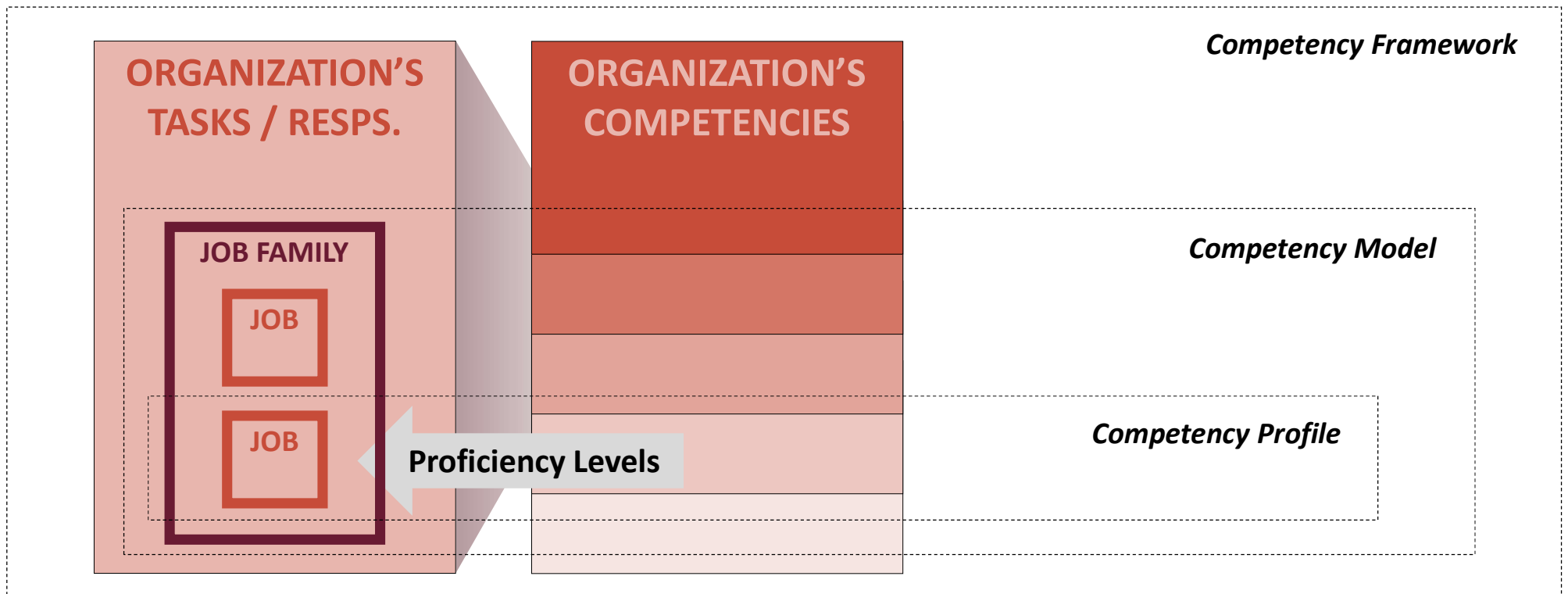
consideration. Can appropriately and effectively identify, surface and communicate disagreements and sensitive topics. Focuses on facts and reasoning, while being descriptive and non-judgmental. Utilizes direct, simple, transparent, and honest communication. Maintains a calm, rational and attentive demeanor. Tactfully challenges conclusions and seeks verification of evidence and assumptions from other unbiased sources. Leads value-based discussions on solutions or trade-offs.

- ✓ Observes both verbal and nonverbal cues from others to recognize feelings, interests, thinking and perspectives. Asks questions to clearly understand what is being communicated and the underlying causes, feelings, biases and reasoning behind what has been communicated. Applies knowledge of organizational and community emotional currents and power dynamics to persuade or convince key decision-makers and influencers.
- ✓ Communicates complex or technical concepts effectively to all audiences. Identifies the audience for communications, then assesses and applies best methods for communicating to that audience. Produces clear, concise, logical and grammatically correct written material to convey intended information in a compelling manner.

##### Expected Proficiency:

TABLE 5: EXPECTED PROFICIENCIES FOR LEADING OTHERS COMPETENCY				
AM FUNCTIONAL AREA	BASIC	INTERMEDIATE	ADVANCED	EXPERT
<b>General AM</b>				
AM Role: AM Manager				X
AM Role: AM Project Manager/AM Advisor			X	
AM Role: AM Coordinator/AM Analyst		X		
<b>Senior Leadership</b>				X
Engineering		X		
Operations & Maintenance		X		
Planning		X		
Finance		X		
Human Resources		X		
Procurement/Supply Chain		X		
Information & Records		X		
IT/IS		X		

# COMPETENCY MANAGEMENT How It Fits Together



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# COMPETENCY MANAGEMENT What You Use It For

*Competencies are a tangible expression of the culture an organization wants*



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# COMPETENCY MANAGEMENT Benefits

- ✓ Better strategic alignment
- ✓ Modular, but integrated development
- ✓ Communicates clear expectations
- ✓ Can improve diversity, inclusivity and equality
- ✓ Consistent people management processes
- ✓ Improved resource and succession planning
- ✓ Mirrors many AM best practices

- *Iterative*
- *Collaborative*
- *Transparent*
- *Objective*
- *Strategically aligned*
- *Integrates silo's*
- *Changes culture*



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# COMPETENCY MANAGEMENT What You Use It For

## Learning & Development

Develop strategies and programs for AM training;  
Select or develop training material; Align  
development initiatives with competency gaps;  
Individually target development opportunities

## Performance Communication

Give managers and staff clarity about job  
responsibilities; Support coaching; Better identify  
skill deficiencies and strengths

## Recruiting & Selection

Streamline and support recruiting based on  
competencies; Identify capacity/capability gaps;  
Build teams with the right mix of competencies

## Succession & Workforce Planning

Understand workforce capabilities, capacity, and  
future needs; Design and structure AM roles and  
responsibilities in alignment with organizational  
strategy and AM program needs





# THE AM COMPETENCY FRAMEWORK

Document Structure | The AM Responsibilities | The Framework | AM Functional Areas and Roles | Proficiency Levels | The AM Competencies

# THE AMCF Document Structure

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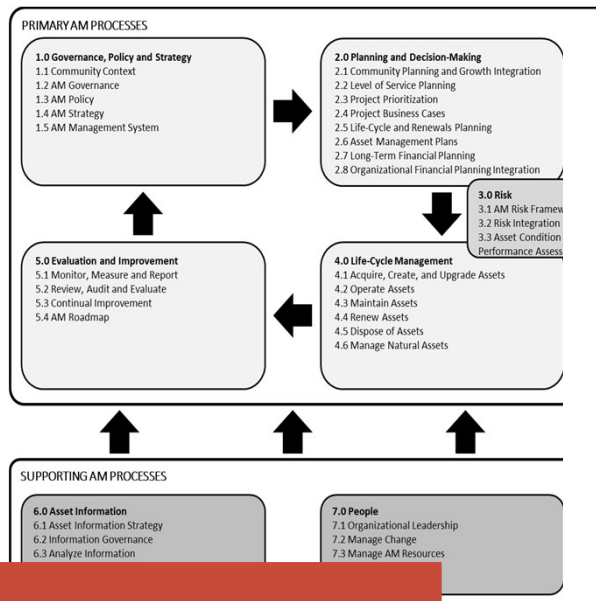
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## Two main parts:

- The AM Competency Framework
- An Organizational Implementation Guide

# THE AMCF The AM Responsibilities

- Community Context
- AM Governance
- AM Policy
- AM Strategy
- AM Management System
- Level of Service
- Project Prioritization
- Project Assessment
- AM Plans
- AM Long-Term Financial Plans
- Organizational Financial Integration
- Risk Integration
- Life-Cycle Management
- AM Roadmap
- Information
- Information Systems
- AM Culture
- Resources
- Stakeholders



**The Foundation for Everything Else**

*Evolved from earlier drafts*

APPENDICES (Continued)

**TABLE 23: THE AM RESPONSIBILITIES**

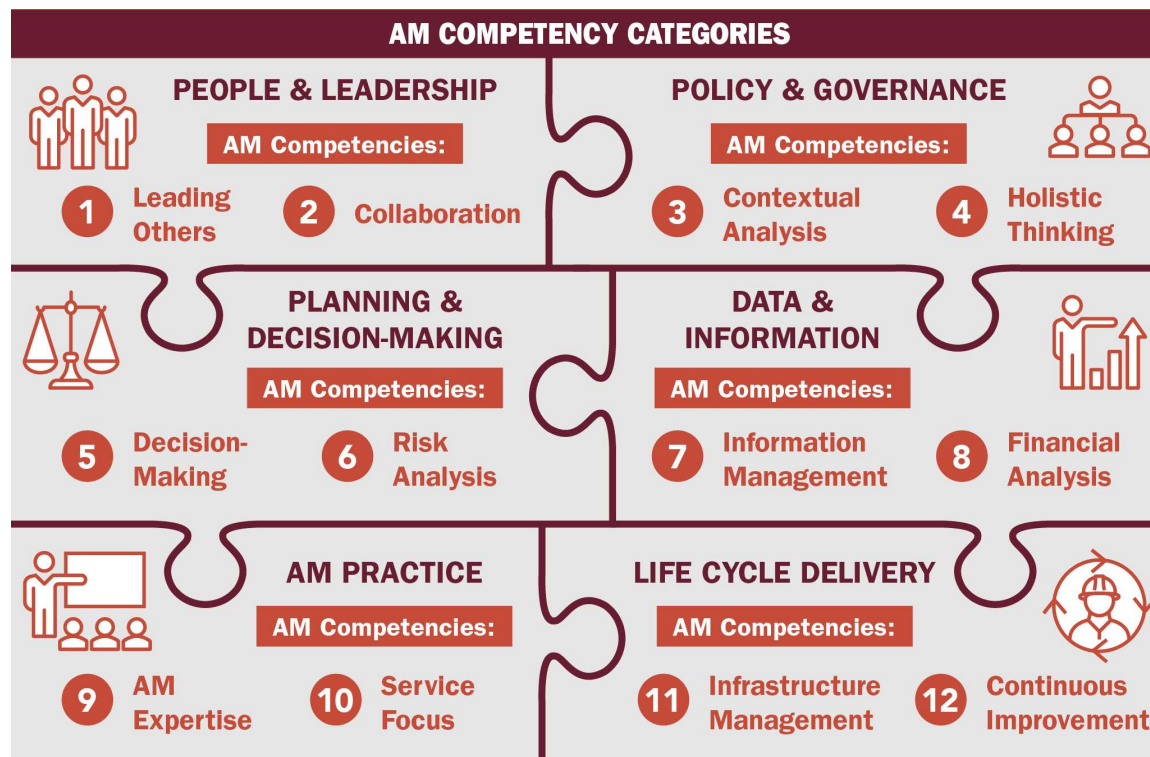
AM RESPONSIBILITY	DETAILS	AM FUNCTIONAL AREA ACTIONS										
		GOVERNANCE	PLANNING	ASSET	RISK	FINANCE	OPERATIONS	INFORMATION	PEOPLE	COMMUNITY	ENVIRONMENT	STAKEHOLDERS
<b>Community Context</b>	<ul style="list-style-type: none"> <li>Integrate community context into AM plans and organizational strategy plans</li> <li>Address needs, requirements, interests and concerns for future and/or growth, service delivery, PST, SMTS, community resources, Service D, and valuation</li> <li>Manage needs, growth, and demographic, environmental, economic, social, heritage, and political changes</li> </ul>	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate	Know, Advise, Manage, Integrate
<b>AM Governance</b>	<ul style="list-style-type: none"> <li>Integrate AM governance, accountability, and roles and responsibilities</li> </ul>	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate
<b>AM Policy</b>	<ul style="list-style-type: none"> <li>Include AM policies, principles, and values</li> </ul>	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate
<b>AM Strategy</b>	<ul style="list-style-type: none"> <li>Develop AM goals (strategic objectives, economic priorities, objectives and targets, key initiatives, and risks)</li> </ul>	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate
<b>AM Management System</b>	<ul style="list-style-type: none"> <li>Include policies, procedures, tools, and documents</li> <li>Integrate organizational management frameworks and standards, risk, information management performance management, stakeholder management, quality management</li> <li>Plan and deliver AM projects</li> <li>Coordinate AM systems and processes</li> </ul>	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate
<b>Level of Service</b>	<ul style="list-style-type: none"> <li>Identify and deliver information services to the community</li> <li>Identify LOS (customer, technical)</li> <li>Set LOS targets</li> <li>Monitor performance of services, LOS, and targets, and measure service performance</li> </ul>	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate	Support, Advise, Manage, Integrate

*See Appendix C*



# THE AMCF The Framework

Based on the  
FCM AM  
Readiness  
Scale



*A Meaningful  
Whole*

# THE AMCF AM Functional Areas and Roles

- **General AM**
  - AM Manager
  - AM Project Manager / AM Advisor
  - AM Coordinator / AM Analyst
- **Senior Leadership**
- **Engineering**
- **O&M**
- **Planning**
- **Finance**
- **HR**
- **Procurement / Supply Chain**
- **Information & Records**
- **IT / IS**

- A bundle of related AM Responsibilities
- ‘General AM’ Functional Area further broken down into 3 generic AM Roles
- AM Competencies are mapped to each AM Functional Area or AM Role with a standard proficiency level
- AM Roles are initial effort to establish standard profiles for ongoing development efforts
- Used to define AM Competency Profiles in future

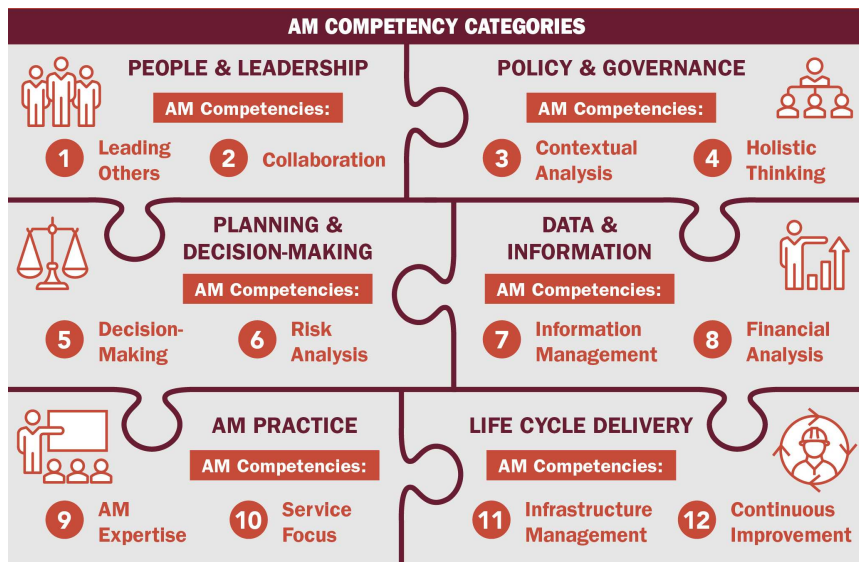
# THE AMCF Proficiency Levels

- Standardized scale – not specific to each competency
- Generic descriptions or examples of expected behavior
- Broadly cover dimensions of:
  - Knowledge
  - Cognitive ability
  - Experience
  - Emotional intelligence
- A communication support tool
  - a common language for discussing expectations
  - focuses on degree of understanding, ability or expertise

BASIC	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>• Familiar with basic concepts and terminology.</li> <li>• Developing understanding of the competency within the scope of the job.</li> <li>• Applies simple, well-defined processes and established practices in routine situations.</li> <li>• Requires structured direction and guidance.</li> <li>• Seeks to understand broader context and develop capability.</li> </ul>	<ul style="list-style-type: none"> <li>• Well versed in theory and applies key concepts or principles.</li> <li>• Understands context, rules and processes. Anticipates and addresses problems.</li> <li>• Applies a structured analytical process to unfamiliar or more complex problems.</li> <li>• May require guidance and review with complex or non-routine applications.</li> <li>• Applies judgement and takes appropriate actions within job scope.</li> </ul>	<ul style="list-style-type: none"> <li>• Capable of guiding and coaching others in theory and practice. Acknowledged go-to person.</li> <li>• Has a thorough understanding of the competency within the local application.</li> <li>• Leverages internal and external best practices to break down systemic barriers and resistance to change.</li> <li>• Provides creative solutions to complex or undefined problems without assistance.</li> <li>• Explores innovative ways to enhance processes and procedures to improve overall results.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge and experience, both broad and deep – an authoritative source and recognized thought leader.</li> <li>• Improves standards of practice relative to the competency area.</li> <li>• Contributes integrated thinking at a strategic level. Anticipates and facilitates change.</li> <li>• Applies abstract or conceptual thinking to resolve problems where no precedents exist.</li> <li>• Drives continuous improvement, leads transformational change and/or industry innovation.</li> </ul>

# THE AMCF The AM Competencies

**12 Competencies**  
**2 per Competency Category**



- Competency Name →
- Competency Description →
- Competency Elements →
- Proficiency Level (optional) →

## 4.0 THE ASSET MANAGEMENT COMPETENCY FRAMEWORK FOR CANADIAN COMMUNITIES (Continued)

**PEOPLE & LEADERSHIP (Continued)**

**4.5.2 COLLABORATION**

Collaboration involves the ability to identify and initiate working relationships and to develop and maintain them in a way that benefits both parties. An AM practitioner would use their emotional intelligence to effectively manage relationships, facilitate team problem-solving, and communicate purpose, values and vision. They would build and support cross-disciplinary and cross-functional teams. They would foster collaborative, contextual decision-making and planning that empowers individuals and teams.

**Effective Behaviours:**

- ✓ Works with others towards shared goals. Participates actively and equitably in group work. Facilitates the same in others. Able to identify, initiate, and maintain relationships between the right stakeholders to effectively achieve goals.
- ✓ Facilitates the sharing of diverse viewpoints to achieve a more comprehensive understanding of a problem or situation. Encourages respectful dialogue which explores underlying perspectives, interests, and biases, acknowledges feelings, and gives all participants equitable attention and consideration. Can appropriately and effectively identify, surface and communicate disagreements and sensitive topics. Focuses on facts and reasoning, while being descriptive and non-judgmental. Utilizes direct, simple, transparent, and honest communication. Maintains a calm, rational and attentive demeanor. Tactfully challenges conclusions and seeks verification of evidence and assumptions from other unbiased sources. Leads value-based discussions on solutions or trade-offs.
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- ✓ Communicates complex or technical concepts effectively to all audiences. Identifies the audience for communications, then assesses and applies best methods for communicating to that audience. Produces clear, concise, logical and grammatically correct written material to convey intended information in a compelling manner.

**Expected Proficiency:**

**TABLE 5: EXPECTED PROFICIENCIES FOR LEADING OTHERS COMPETENCY**

AM FUNCTIONAL AREA	BASIC	INTERMEDIATE	ADVANCED	EXPERT
<b>General AM</b>				
AM Role: AM Manager			X	X
AM Role: AM Project Manager/AM Advisor			X	
AM Role: AM Coordinator/AM Analyst		X		
<b>System Leadership</b>				X
Engineering		X		
Operations & Maintenance		X		
Planning		X		
Finance		X		
Human Resources		X		
Procurement/Supply Chain		X		
Information & Records		X		
IT/IS		X		

**Each one described in detail**



# IMPLEMENTING THE AMCF

The AM Practitioner | The Implementation Process | Scaling to Your Organization |  
Competency Management Activities | Implementation Process Details | Managing  
Common Challenges | Key Points for Success

# IMPLEMENTATION The AM Practitioner

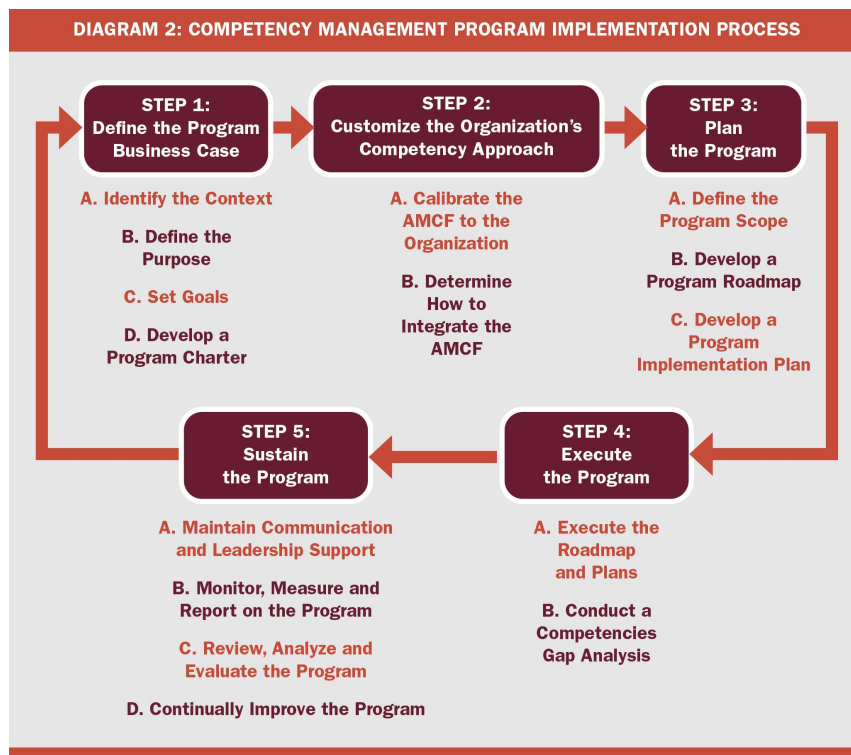
The AM Practitioner is...

*... the person who performs the relevant AM Responsibilities*

- The AMCF is built around the AM Practitioner
- Not necessarily an AM staff-member
- May perform part of or many “AM Roles” as part of a “job”
- Will be proficient in other competencies too

# IMPLEMENTATION

## The Implementation Process



*How to create a competency management program, based on the AMCF, and customize it for your organization*

# IMPLEMENTATION

## Scaling to Your Organization

- The AMCF is designed to be used by communities of all sizes.
- Throughout the document we describe different options depending on:
  - Population size
  - Size of the infrastructure base
  - Whether the organization is new to AM
  - Whether the organization is new to competency management
  - Whether the organization has any full-time AM staff

### 1. Small / New to AM Communities (“S/N”)

Communities with a small population and/or a limited infrastructure base and/or are new to the practice of AM and/or are new to competency management and/or do not yet have any staff whose jobs are primarily AM-related.

### 2. Mid-Sized / Developing AM Communities (“M/D”)

Communities with a mid-sized population and/or a mid-sized infrastructure base and/or are developing AM practices and/or are progressing competency management and/or have a single staff-member whose job is primarily AM-related.

### 3. Large / Mature AM Communities (“L/M”)

Communities with a larger population and/or a large and complex infrastructure base and/or a mature AM practice and/or a mature competency management program and/or one or more teams or departments dedicated to AM.



# IMPLEMENTATION

## Competency Management Activities



### Learning & Development Activities

*Experiential Learning Activities*

*Social Learning Activities*

*Formal Learning Activities*



### Recruiting & Selection Activities



### Performance Communication Activities



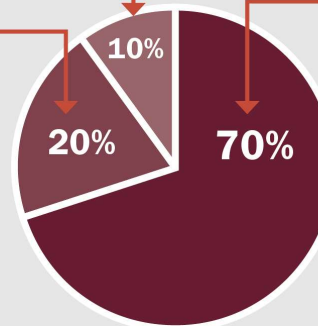
### Succession & Workforce Planning Activities

#### THE 70-20-10 LEARNING MODEL

**Formal learning:** provides theory and facts, and is typically provided in a structured, classroom environment with defined learning objectives, and facilitated by a trained instructor.

**Social learning:** through interactions with more experienced individuals for guided observation or guided practice. It is typically self-directed learning and is less structured than formal learning.

**Experiential learning:** hands on experience with daily tasks and challenges. Application of theoretical knowledge in a practical environment.



Research has shown that people learn and retain more through informal channels than they do through formal means. When organizations can provide learners with a blend of these types of learning experiences, there is a greater likelihood that the new skills will transfer to the workplace and improve job performance.



# ONGOING DEVELOPMENT

Survey | Web Portal | Cohort Program

# ONGOING DEVELOPMENT Survey

- Comprehensive industry survey on AM capacity needs in the Canadian Public Sector.
- Informing the future direction of the AMCF and CNAM's programming
- Results will be publicly available

<https://www.cnam.ca/resources/am-capacity-needs-survey/>

(Available in English and French)

*Fill out the survey now!*

Chance to win a gift card, support the public sector AM industry, and receive an early report of survey results

## AM Capacity Needs Survey 2020

Welcome to the Survey!

### Introduction

The Canadian Network of Asset Managers (CNAM) is putting out this survey to help the public sector Asset Management (AM) industry identify and examine the current needs and demand for workforce AM capacity and capability development in Canada. By participating in this survey, you will allow us to better understand:

- What gaps in individual and organizational competency (knowledge, skills, and behaviours) are prevalent in Canadian public sector AM.
- What areas are organizations struggling with as they implement and sustain their AM programs.
- What individuals and organizations are currently doing to develop their AM capacity and capabilities, and where they seek to improve.

0 of 59 answered

# ONGOING DEVELOPMENT *Web Portal*

*AMCF Web Portal  
Available 2021!*

**FREE - ONLINE - ANYTIME**

Find all the AMCF content

Easy to use and easy to navigate format

Find examples, tools, templates and more

Additional content and tools for the AMCF coming soon!

- Expanding the functional areas into defined career streams, additional roles, and detailed competency profiles
- Effective behaviours by proficiency level and competency profile
- Expanded competency management activity examples and lists of region-specific activities and providers
- A new competency gap assessment tool
- Other improvements, updates, and tools TBD based on feedback and survey results

***What do you need? Share with us.***

# ONGOING DEVELOPMENT Cohort Program

## Become an AMCF Cohort Participant!

- Pilot the AMCF web portal
- Develop a personal AM competency development and career plan
- Develop an organizational AMCF implementation plan
- Includes monthly virtual support meetings, a peer support forum, and more!

*Cohort #1 recruiting in Fall 2020*

*Cohort #2 recruiting in Spring 2021*

To participate contact us at  
[competency@cnam.ca](mailto:competency@cnam.ca)

**Cohort #1: Jan to Jun 2021**

**Cohort #2: Jul to Dec 2021**

For additional information or to participate  
in the AMCF program please contact us at  
[competency@cnam.ca](mailto:competency@cnam.ca)

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# WRAP UP

Thank you for your time! Questions?