

# Canadian Public Sector Asset Management Needs Survey 2020



## 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.
- What resources individuals and organizations require to better develop their AM capacity and capabilities.

By collecting information from a range of survey respondents from a diverse group of communities from across the country the survey will also allow us to assess these issues by organization type, size, and region.

## Your Answers

You will be asked questions about your organization and its AM team, organizational readiness, AM capacity needs, and workplace learning preferences. You will also be asked to respond to questions about yourself and your AM responsibilities, competency, and experience. ***Please answer the questions individually and from your own personal perspective. Please also answer all the questions to the best of your knowledge.*** A complete set of answers is important to give us the information we need to fully evaluate and understand the responses.

The survey will likely take you 20-30min to complete. We appreciate this is a significant amount of your time. But, collectively your responses will enable us to develop a fuller picture of the current needs and demands for AM capacity and capability development in organizations like yours, and therefore a better understanding of the challenges and barriers these organizations face. We can then all use this information to help the industry better structure and provide support to help overcome these challenges.

## Privacy

The information you provide will be anonymized and will not be used for any other purpose, such as marketing. Any reporting produced from the data will also be aggregated before being shared publicly. We will not report any individual responses.

## Troubleshooting

If you experience technical problems with the survey, please contact us at [competency@cnam.ca](mailto:competency@cnam.ca) for assistance.

**OPTIONAL – Provide your contact information to receive the Summary Survey Results and be entered into a prize draw!**

Upon completing the survey, you will be provided with a link to a separate form to provide your contact information should you wish to receive a summary report of the responses to this survey, and be entered into a draw for one of three \$50 Amazon gift certificates! Again, note that all responses will be anonymized, and your contact information will not be tied to any of the responses you provided in the survey.

*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.*



**ABOUT YOUR ORGANIZATION**

**1. What sector does your organization belong to?**

- Public Sector
- Private Sector
- Academic / Institutional
- Industry / Professional / Non-Governmental Organization
- Other (Please specify)

[OPEN TEXT BOX]

**2. What type of Public Sector Organization? [CONDITIONAL – if selected “Public Sector” in Q#1]**

- Municipal Government
- Provincial Government
- Federal Government
- Indigenous Governing Body
- Crown Corporation
- Public Utility
- Legislatively created independent body (board, authority, agency, etc.)
- Other (Please specify)

[OPEN TEXT BOX]

**What type of Private Sector Organization? [CONDITIONAL – if selected “Private Sector” in Q#1]**

- Consultant (to public sector)
- Service-provider (to public sector)
- Supplier (to public sector)
- Other (Please specify)

[OPEN TEXT BOX]

**What type of Academic / Institutional Organization? [CONDITIONAL – if selected “Academic / Institutional” in Q#1]**

- University/College
- Technical or trade school
- Research institute
- Other (Please specify)

[OPEN TEXT BOX]

**What type of Industry / Professional / Non-Governmental Organization? [CONDITIONAL – if selected “Industry / Professional / Non-Governmental in Q#1]**

- Asset Management Community of Practice
- Asset Management industry association
- Other industry association
- Professional body
- Other (Please specify)

[OPEN TEXT BOX]

**3. If your organization is a municipal government: [CONDITIONAL – if selected “Public Sector” in Q1 and “Municipal Government” in Q#2]**

**a. What is the size of the municipality your organization serves? (Population size)**

- 0 to 250 residents
- 251 to 500 residents
- 501 to 1,000 residents
- 1,001 to 5,000 residents
- 5,001 to 10,000 residents
- 10,001 to 15,000 residents
- 15,001 to 25,000 residents
- 25,001 to 50,000 residents
- 50,001 to 100,000 residents
- 100,001 to 500,000 residents
- 500,001+ residents

**b. What type of municipality does your organization serve?**

- Regional
- Local

**c. What type of area does your municipality serve?**

- Primarily rural
- Primarily urban

**4. What is the size of your organization? (total number of staff)**

- Less than 10 staff
- 11 to 100 staff
- 101 to 500 staff
- 501 to 1,000 staff
- 1,001 to 5,000 staff
- 5,001 to 10,000 staff
- 10,001+ staff

**5. Where is your organization located? (province/territory)**

- Alberta

- British Columbia
- Manitoba
- New Brunswick
- Newfoundland and Labrador
- Nova Scotia
- Ontario
- Prince Edward Island
- Quebec
- Saskatchewan
- Northwest Territories
- Nunavut
- Yukon
- Canadian national organization
- International organization (please specify)

[OPEN TEXT BOX]

### ***ABOUT YOUR ORGANIZATION'S ASSET MANAGEMENT TEAM***

**6. How many dedicated, full time Asset Management staff does your organization employ?**

- 0
- 1
- 2 to 5
- 6 to 10
- 11 to 20
- 21 to 49
- 50+
- I don't know

**7. What Asset Management roles (all or a portion of a person's job) are currently represented in your Asset Management team? (Select all that apply) [CONDITIONAL]**

- AM Manager or equivalent
- AM Project Manager/Advisor or equivalent
- AM Coordinator/Analyst or equivalent
- None
- Other (please specify)

[OPEN TEXT BOX]

**8. Has your organization previously had trouble identifying or hiring candidates for asset management positions that met the qualifications requested in the job posting?**

- Yes
- No
- I don't know

**9. To the best of your knowledge, how many new, dedicated, full time Asset Management positions does your organization plan to create over the next 2 years?**

- None (no current plans)
- 1
- 2 to 5
- 6 to 10
- 11+
- I don't know

**10. To the best of your knowledge, how many new, dedicated, full time Asset Management positions does your organization plan to create over the next 10 years?**

- None (no current plans)
- 1
- 2 to 5
- 6 to 10
- 11+
- I don't know

**ABOUT YOUR ORGANIZATION'S MATURITY AND READINESS**

**11. Using this reduced version of FCM's Asset Management Readiness Scale, how would you rate your organization's maturity in Asset Management?**

- Level 0 – Not yet started: The organization has not yet started its Asset Management journey. The organization may be considering an Asset Management program.
- Working on Level 1 – Getting started: The organization has completed some, but not all, Level 1 outcomes noted below.
- Completed Level 1 – Commitment and Identification: The organization has committed to an AM program and has identified program needs and initial actions.
- Completed Level 2 – Planning and Early Data Collection: Initial AM documentation has been adopted. Baseline data collection is underway. AM processes are starting to align, but still mostly informal and reactive.
- Completed Level 3 – Early Implementation: Operationalization of AM documentation is emerging. Performance measures have been identified. Basic data is complete and linked, but may be inferred. Plans and processes are structured and address the near future. An AM culture is emerging.
- Completed Level 4 – Mature Implementation: AM documentation, responsibilities and accountabilities are complete and fully aligned and operationalized. AM plans and processes are established in the organization. Performance monitoring is ongoing. Current, actual, and forecast asset, performance and financial data is analyzed, understood, and incorporated into the AM program. Decision-making balances short- and long-term costs, risks, and service levels. An AM culture is embedded and aligned with organizational needs.
- Completed Level 5 – Continuous Improvement: The organization continually monitors performance and validates, refines, and documents improvements in all aspects of its AM program, based on its evolving needs. All plans, data, processes, and practices are proactively applied, strategically aligned, long-term focused, but adaptable to short-term changes.

**12. How would you rate your organization's maturity in competency-based workforce learning and management?**

- Unused / Unknown* – to the best of your knowledge, competency-based learning and management is not used in your organization.
- Initiating* – The organization is beginning its competency-based learning and management journey, but use is fragmented and ad hoc.
- Developing* – planning and early implementation of a cohesive approach to competency management is underway.
- Defining* – Your organization has defined and standardized competency-based processes and has taken steps to shift its culture.
- Managing* – Your organization has aligned and integrated competency-based learning and management with people management processes throughout the organization and they are used in daily practice.
- Optimizing* – Your organization is a leader in competency-based learning and management and has optimized its processes, systems, and culture to build value through competencies.

**13. How would you rate your organization’s level of commitment to Asset Management capability development (i.e. the level of sponsorship, funding, and visible support)?**

- Very uncommitted or unknown
- Somewhat uncommitted
- Neither committed nor uncommitted
- Somewhat committed
- Very committed

**14. Who does your organization currently provide Asset Management training to?**

- No staff can access or receive funds for Asset Management training through the organization
- Select staff can access or receive funds for basic Asset Management training through the organization
- All staff can access or receive funds for basic Asset Management training through the organization, and select staff can access or receive funds for more advance Asset Management training
- Select staff are provided with basic Asset Management training, all staff can access or receive funds for Asset Management training
- All staff are provided with basic Asset Management training, select staff are required to take more advance Asset Management training, all staff can access or receive funds for additional Asset Management training

**ABOUT YOUR ORGANIZATION’S AM CAPABILITY NEEDS**

**15. How would you rate your organization’s overall level of proficiency in each of the Asset Management Competencies as described by CNAM’s AM Competency Framework for Canadian Communities? (Use the following AM Competency Proficiency Scale to answer the questions below)**

<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>EXPERT</b>
<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>

**a. What is your organization’s level of proficiency in the *Leading Others* competency?**

**Competency Description:** Guides initiatives and achieves results through others, with confidence, drive, and tenacity. Fosters a culture of accountability and execution with respect to AM strategies and goals. Builds trust and communicates with energy to inspire individuals and teams toward a unified sense of purpose around AM in their organization.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**b. What is your organization's level of proficiency in the *Collaboration* competency?**

**Competency Description:** Identifies and initiates working relationships and develops and maintains them in a way that benefits both parties. Uses emotional intelligence to effectively manage relationships, facilitate team problem-solving, and communicate purpose, values, and vision. Builds and supports cross-disciplinary and cross-functional teams. Fosters collaborative, contextual decision-making and planning that empowers individuals and teams.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**c. What is your organization's level of proficiency in the *Contextual Analysis* competency?**

**Competency Description:** Identifies and analyzes internal and external factors, influences, and effects that impact the sustainable delivery of the infrastructure services a community desires and needs.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**d. What is your organization's level of proficiency in the *Holistic Thinking* competency?**

**Competency Description:** Recognizes the interconnectedness, interdependencies, and interactions of elements that form larger systems, patterns, and objects. Demonstrates a "big picture" mentality. Takes a long-term, life cycle, service-focused view incorporating risk, sustainability, the diverse perspectives of all stakeholders, and the community and organizational contexts involved.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**e. What is your organization's level of proficiency in the *Decision-Making* competency?**

**Competency Description:** Thinks long-term, strategically, and creatively to successfully solve or prevent emerging problems in a timely manner. Bases decisions on fair, consistently applied policies and rules, that are aligned with organizational and AM principles, values and strategies. Takes responsibility for, and demonstrates commitment to, decisions that have been made. Adapts plans to changing situations.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**f. What is your organization's level of proficiency in the *Risk Analysis* competency?**

**Competency Description:** Works with groups throughout the organization to identify potential future adverse events, assess the likelihood and potential consequences of those events occurring, examine the underlying uncertainties around those events, and mitigate them.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**g. What is your organization's level of proficiency in the *Information Management* competency?**

**Competency Description:** Systematically governs and administers the organization's information and knowledge to create value and meet strategic and tactical goals. Collects, manages and analyzes information about assets, infrastructure services, the community, and the organization's people to meet the organization's AM needs and objectives and provide evidence for infrastructure decisions.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**h. What is your organization's level of proficiency in the *Financial Analysis* competency?**

**Competency Description:** Evaluates budgets, business objectives, projects, and infrastructure needs to support financial decision-making and to optimize long-term asset investments. Aligns organizational and AM practices and links financial information across the organization. Develops AM financial plans that balance funding constraints, affordability, and impacts to service delivery.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**i. What is your organization's level of proficiency in the *Asset Management Expertise* competency?**

**Competency Description:** Encompasses the knowledge and skills specific to the practice of AM, like knowledge of AM best practices, AM maturity assessments, level of service, and life cycle analysis. Ensures that internal stakeholders are well-informed, and that the organization stays current with, and contributes to, leading practices, training and education.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**j. What is your organization's level of proficiency in the *Service Focus* competency?**

**Competency Description:** Addresses the needs and expectations that citizens and stakeholders value, while balancing the cost, capacity and capabilities of supporting infrastructure. Assesses performance from the citizen's perspective and realizes value through effective AM planning.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency



- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**k. What is your organization's level of proficiency in the *Infrastructure Management* competency?**

**Competency Description:** Applies AM practices to effectively design, construct, operate, and maintain the physical and operational characteristics of an asset (or asset system) to meet a given performance standard throughout its life cycle.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**l. What is your organization's level of proficiency in the *Continuous Improvement* competency?**

**Competency Description:** Continually works to understand, engage in, and implement organizational and community changes that improve processes, practices, and outcomes. Utilizes formalized, evidence-based processes and common quality assurance, process improvement, and performance management tools to create improvements.

- No proficiency
- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**16. What are the biggest challenges that your organization faces in relation to its Asset Management program? (Select the top 3)**

- Lack of dedicated staff to focus on Asset Management efforts
- Lack of data and information to inform planning
- Lack of formal standardized processes and plans
- Lack of Asset Management governance structure
- Lack of leadership buy-in on Asset Management
- Lack of training and development relating to Asset Management
- Lack of funding for Asset Management programs
- Lack of understanding / buy-in on Asset Management from elected officials
- Lack of understanding / buy-in on Asset Management from staff
- Other (please specify)

[OPEN TEXT BOX]

**17. Which Asset Management responsibilities does your organization struggle with the most? (Select the top 3)**

- Asset Management policy, strategy, and/or road-map development
- Asset Management Plan (AMP) development
- Implementing Asset Management Plans (AMPs) and/or planning and delivering capital projects and/or operating and maintenance programs (i.e., life cycle management)
- Asset Management financial planning and/or integrating AM into organizational financial policies and processes
- Asset Management program performance and continuous improvement
- Level of Service planning, service performance, and service delivery measurement
- Developing Asset Management decision-making and analytical frameworks and/or tools
- Asset Management capability development and/or AM knowledge management
- Cultural change management related to Asset Management

- Risk management related to Asset Management and/or integrating AM into organization risk frameworks and vice versa
- Asset data and information management
- Planning and/or implementing Asset Management information systems
- Asset condition assessment and/or technical measures data collection
- Integrating climate change mitigation, adaptation, resiliency, and/or natural assets into your Asset Management program.
- Other (please specify)

[OPEN TEXT BOX]

**18. What activities would be the most effective in strengthening Asset Management capacity in your organization? (Select the top 3)**

- Identifying and developing education and training strategies and programs
- Aligning staff development initiatives with organizational competency gaps
- Selecting or developing appropriate training materials or activities
- Working with staff to provide targeted development opportunities that address individual competency gaps
- Identifying and developing experiential learning activities (hands on experience)
- Identifying and developing social learning activities (engaging with peers and superiors through networking, forums, mentoring, or similar)
- Identifying and developing formal learning activities (classroom training and coursework)
- Incorporating AM Competency requirements into job postings
- Developing AM Competency-based interview questions
- Describing AM Competency expectations for AM positions
- Recruiting AM candidates
- Selecting AM candidates
- Building teams with the right mix of AM competencies and filling specific AM competency gaps through hiring
- Providing guidance to managers and staff on evaluating AM Competency requirements
- Communicating job requirements using the language of the AM Competencies
- Communicating performance expectations with the language of the AM Competencies
- Assessing staff competency in the AM Competencies
- Coaching AM staff on appropriate behaviours using the AM Competencies
- Conducting annual performance reviews on AM staff using the language of the AM Competencies
- Communicating AM staff development priorities using the language of the AM Competencies
- Understanding team and organizational strengths and gaps in the AM Competencies
- Review roles for AM Competency requirements
- Review individuals for AM Competency proficiency
- Analyze succession gaps using the AM Competencies
- Develop succession plans using the AM Competencies
- Developing workforce plans using the AM Competencies
- Utilizing competency mapping to develop resource plans

**19. What Asset Management topics would be most beneficial for your organization to receive learning in? (Select the top 3)**

- Introduction to Asset Management (general concepts and terminology)
- Asset Management governance
- Asset Management policy, strategy, and road-map development
- Developing Asset Management Plans (AMPs)
- Implementing Asset Management Plans (AMPs) and/or planning and delivering capital projects and/or operating and maintenance programs (i.e., life cycle management)
- Asset Management financial planning and/or integrating AM into organizational financial policies and processes
- Asset Management program performance and continuous improvement
- Level of Service planning, service performance, and service delivery measurement

- Developing Asset Management decision-making and analytical frameworks and/or tools
- Asset Management capability development and/or AM knowledge management and/or AM competency management and/or AM cultural change management
- Risk management related to Asset Management and/or integrating AM into organization risk frameworks and vice versa
- Asset data and information management
- Planning and/or implementing Asset Management information systems
- Asset condition assessment and/or technical measures data collection
- Assessing community context for Asset Management
- Stakeholder engagement in Asset Management
- Integrating climate change mitigation, adaptation, resiliency, and/or natural assets into your Asset Management program.
- Other (please specify)

[OPEN TEXT BOX]

**20. CNAM is developing a web portal for its Asset Management Competency Framework. What would be the most valuable features of this resource for your organization? (Select the top 3)**

- Learning about the AM competencies
- Self-evaluation of AM competency gaps
- Supervisor evaluation of individual and team AM competency gaps
- Learning about the AM functional areas, roles and career paths
- Learning about activities to learn and develop the AM competencies
- Learning about activities to recruit and select using the AM competencies
- Learning about activities to communicate performance expectations using the AM competencies
- Learning about activities to manage succession and workforce planning using the AM competencies
- Learning how to implement a competency management program for AM in your organization
- Other (Please specify)

[OPEN TEXT BOX]

***ABOUT YOUR PERSONAL AM CAPABILITIES AND EXPERIENCE***

**21. Approximately what percentage of your time is typically spent on Asset Management responsibilities?**

- None
- 1 to 20% (up to 1 day a week)
- 21 to 40% (between 1 and 2 days a week)
- 41 to 60% (between 2 and 3 days a week)
- 61 to 80% (between 3 and 4 days a week)
- 81 to 99% (between 4 and 5 days a week)
- 100% (Full time)

**22. How would you rate your personal level of proficiency in each of the Asset Management Competencies? (Use the following AM Competency Proficiency Scale to answer).** (Again, note that all responses will be anonymized, and your contact information will not be tied to any of the answers provided in the survey.)

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- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**l. What is your personal level of proficiency in the *Continuous Improvement* competency?**

**Competency Description:** Continually works to understand, engage in, and implement organizational and community changes that improve processes, practices, and outcomes. Utilizes formalized, evidence-based processes and common quality assurance, process improvement, and performance management tools to create improvements.

- No proficiency

- Basic level of proficiency
- Intermediate level of proficiency
- Advanced level of proficiency
- Expert level of proficiency
- I don't know

**23. Have you previously participated in Asset Management training?**

- Yes
- No
- Unknown

**If yes: [CONDITIONAL]**

**a. Which types of organization(s) delivered your training? (Select all that apply)**

- Your own organization
- Your regional AM community of practice
- A consulting firm
- An AM industry association
- Another industry or professional association
- A higher education institution
- Other (please specify)

[OPEN TEXT BOX]

**b. In general, how satisfied or dissatisfied were you with the training session(s) / program(s) you have attended?**

- Very satisfied
- Somewhat satisfied
- Neither satisfied not dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

**c. Please explain your level of satisfaction with the training (for example: issues, concerns, improvements). (Please be as specific as possible)**

[OPEN TEXT BOX]

**24. Have you previously sought out Asset Management training?**

- Yes
- No

**If yes: [CONDITIONAL]**

**a. What level of training were you looking for?**

- Introductory or Awareness level
- Basic level
- Intermediate level
- Advanced level
- Expert level

**b. Did you find the training you were looking for?**

- Yes
- No

**ABOUT YOUR WORKPLACE LEARNING PREFERENCES**

**25. What factors would most impact your attendance at or likelihood of participation in an Asset Management learning activity? (Rank the top 3)**

- Cost
- Funding availability
- Dates of availability
- Time of availability
- Duration of program
- Location / proximity
- Topic(s)
- Activity provider credibility
- Professional status of presenter/deliverer
- Delivery method (online / in person)
- The option to receive certification or CE hours
- Volume of regular workload
- Other (Please specify)

[OPEN TEXT BOX]

**26. What are your preferred delivery methods for Asset Management learning activities? (Rank the top 3)**

- On-the-job learning
- Coaching and/or mentorship
- Formal classroom training
- Workshops
- Webinars
- Conferences
- Self-directed digital learning platform
- Self-directed reading (e.g., formal documentation)
- Knowledge-bases (e.g., wikis)
- Peer forums / ask-an-expert platforms
- Other (please specify)

[OPEN TEXT BOX]

**OTHER COMMENTS**

**27. Please provide any additional comments you feel that may help us understand the current needs for Asset Management capacity and capability development in the public sector in Canada or may help us better develop the AM Competency Framework for Canadian Communities.**

[OPEN TEXT BOX]



***Thank you for completing the survey! We are grateful for your support of CNAM and the Canadian Public Sector AM community.***

If you have any questions or comments related to this survey please do not hesitate to contact CNAM at [competency@cnam.ca](mailto:competency@cnam.ca).

**OPTIONAL – Provide your contact information to receive the summary survey results and be entered into a prize draw! Please [click here](#).**

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