

# Canadian Foreign Service Institute Course Catalogue 2010-2011

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A world of learning for Public Service employees interested in Foreign Affairs and International Trade



# About the Canadian Foreign Service Institute

The Canadian Foreign Service Institute (CFSI), established in 1992, is the primary training provider for the Department of Foreign Affairs and International Trade Canada (DFAIT).

CFSI's foreign affairs and international trade courses may be of interest to departments and agencies which have a presence in places around the world.

CFSI provides high calibre and cost-effective learning programs and services aligned with Government of Canada and DFAIT priorities to all departmental employees, both Canada-based and Locally Engaged staff at home and abroad.

Employees, wherever they are in the world and at whatever stage of their career, can acquire the practical knowledge and skills they need to help them improve their performance at work and prepare for future challenges and opportunities.

Always up-to-date, our blended learning approach mixes traditional classroom methods with online learning and other sources of instructional material, and uses the latest technologies, making the Institute's model one that is internationally admired.

## Training Programs

CFSI offers diversified training programs to other government departments and agencies on a cost-recovery basis. Unless specified in a memo of understanding, courses are \$350 per participant per day.

To find out more, please visit our website at:  
<http://www.international.gc.ca/ifait-iaeci/index.aspx?lang=eng>

## Partners

CFSI works with other teaching and training establishments, both within DFAIT and across the federal government, including the Canada School of Public Service, to share information and best practices in order to continuously improve our programs and services.

## To contact us

For information about the Institute and our programs and services, contact us at:

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Foreign Affairs and International Trade Canada,  
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*Michael Calcott  
Director General  
Canadian Foreign Service Institute*

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# How is the information organized?

- 1 For information on how to register and training costs for Intercultural Effectiveness courses and workshops, please contact the Centre for Intercultural Learning at (819) 997-1197 ext. 0 or [Registrations-Inscriptions.CFSC@international.gc.ca](mailto:Registrations-Inscriptions.CFSC@international.gc.ca)



## Behavioural-Based Interviewing for Intercultural Effectiveness Qualification Course

### Description:

The Behavioural-Based Interview (BBI) for intercultural competence is a behavioural interviewing approach aimed at assessing candidates for international assignments. This qualification training is highly experiential and offers the participants one-on-one coaching with individualized feedback. At the end of this course, each participant receives a certificate along with a complete BBI kit containing a detailed competencies profile, an interview guide with specific questions and a rating table that the participants will be able to use with confidence.

### Objectives:

At the end of the course, participants will:

- ✓ 5 Understand the impact of culture on their role as an evaluator
- ✓ Be able to select the competencies and corresponding competency levels appropriate for the position(s) for which they are interviewing
- ✓ Be qualified to conduct interviews and rate a candidate's intercultural competence
- ✓ Write reports which describe a candidate's intercultural assessment

**Course Code:** IE0222

**Duration:** 3 days

**Population:** HR advisors and managers, recruiters and other hiring personnel

**Training Type:** Classroom

**Location:** Gatineau, Québec

**Prerequisites:** Fundamentals of Intercultural Effectiveness online course.

**Registration:** This course has its own registration link. Please contact [pass-sepi@international.gc.ca](mailto:pass-sepi@international.gc.ca). Registration and completion of this course includes a complete copy of the BBI tool kit, access to the Centre's online course Fundamentals of Intercultural Effectiveness and Members Zone Website, as well as a course certificate and on-going BBI support from the Centre.

- 1 **Registration procedures and training costs:**  
Contact information for registration procedures and training costs are located at the top of each page.

- 2 **Course Icon:**  
The icon identifies that the course is classroom-based.



Classroom

- 3 **Course Title:**  
The course's title.
- 4 **Course Description:**  
A short description of the course.
- 5 **Course Information:**  
Various information about the course (Objectives, Course Code, Duration, Prerequisites, Population and Training Type).

# 1. Foreign Languages:

For information on how to register and training costs for Foreign Languages training, please contact the Centre for Foreign Languages at (819) 997-7721 or (819) 953-4751 or [CFSL.INFO@international.gc.ca](mailto:CFSL.INFO@international.gc.ca)



## Professional Proficiency Program

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This program is aimed at employees who need to have an advanced level of proficiency to fulfil their duties abroad.

Professional Proficiency language training generally starts at the beginning of September and consists of six hours of classroom instruction per day plus one hour of self-learning activities, five days a week, for a duration of 30 weeks to two years depending on the level of difficulty of the language.

### Objectives:

- ✓ Develop advanced speaking, listening or reading skills
- ✓ Respond effectively to the requirements of professional life
- ✓ Represent successfully the interests of Canada
- ✓ Analyse and understand political, economic and social developments within the host country
- ✓ Establish contacts with the local population
- ✓ Gain knowledge and understanding of another culture and learn to appreciate its uniqueness
- ✓ Promote international effectiveness

### Main languages offered:

- ✓ Arabic
- ✓ German
- ✓ Italian
- ✓ Japanese
- ✓ Mandarin
- ✓ Portuguese
- ✓ Russian
- ✓ Spanish

Plus any other language required to meet client's needs.

**Population:** Canada-based staff

For information on how to register and training costs for Foreign Languages training, please contact the Centre for Foreign Languages at (819) 997-7721 or (819) 953-4751 or [CFSL.INFO@international.gc.ca](mailto:CFSL.INFO@international.gc.ca)



## Maintenance Program

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This is a part-time program (2 hours/week) and is offered in 2 sessions, from mid-September until December and from January to the end of March.

Training takes place during working hours at the Lester B. Pearson Building in Ottawa.

### Objectives:

- ✓ These courses are designed to help maintain proficiency and improve existing knowledge in a foreign language

### Courses are given at the following levels:

- ✓ elementary (some knowledge is a prerequisite)
- ✓ intermediate
- ✓ advanced

### Languages offered:

- ✓ Arabic
- ✓ German
- ✓ Japanese
- ✓ Mandarin
- ✓ Portuguese
- ✓ Russian
- ✓ Spanish

Other languages may be taught, should demand be sufficient.

**Population:** Canada-based staff



## Pre-Posting Foreign Language Training Program

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This program is aimed at employees and their dependants who wish to develop a basic knowledge of a foreign language in preparation for an assignment abroad.

Pre-posting foreign language courses are offered on a full-time basis or part-time basis during the months preceding the posting; they last from one to three months, depending on the level of difficulty of the language.

### Objectives:

- ✓ Communicate with the people of the host country in everyday life situations
- ✓ Facilitate social integration of the family into the country of assignment
- ✓ Ease the impact of cultural shock experienced at the beginning of an assignment abroad

### Main languages offered:

- ✓ Arabic
- ✓ Bahasa (Indonesia and Malaysia)
- ✓ Creole
- ✓ Dari
- ✓ Dutch
- ✓ German
- ✓ Greek
- ✓ Hindi
- ✓ Hungarian
- ✓ Italian
- ✓ Japanese
- ✓ Mandarin
- ✓ Pashto
- ✓ Persian
- ✓ Polish
- ✓ Portuguese
- ✓ Russian
- ✓ Spanish
- ✓ Swahili
- ✓ Turkish
- ✓ Ukrainian

Plus any other language requested by the client.

For information on how to register and training costs for Foreign Languages training, please contact the Centre for Foreign Languages at (819) 997-7721 or (819) 953-4751 or [CFSL.INFO@international.gc.ca](mailto:CFSL.INFO@international.gc.ca)



## Part-time Foreign Language Training

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On going-part time training is available at client's request. Any foreign language is available. Instruction takes place at client's location and we cater to any schedule.

### Objectives:

- ✓ These courses are designed to meet each client's specific needs

### Courses are given at the following levels:

- ✓ Beginner
- ✓ elementary
- ✓ intermediate
- ✓ advanced

**Languages offered:** Any foreign language at client's request

**Population:** Canada-based staff

## Testing Services

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### Oral and Reading Proficiency Tests:

CFSL administers different types of tests, either in a face-to-face interview format, or in a distance format using Adobe Connect or/and telephone.

The **Foreign Language Proficiency Test** (the CFSI Test) is designed to assess an individual's overall language proficiency, that is, actual language use in authentic life situations or work-related contexts. These tests are not linked to any specific course syllabus or learning objectives. They measure the extent and adequacy of an individual's control of the language skills in interacting with a native speaker as well as his or her linguistic skills in the broader sense.

### Placement Tests:

These tests are built around a language curriculum and results are used to determine at which unit of instruction an individual should start his or her training.

## 2. Intercultural Effectiveness:



### Behavioural-Based Interviewing for Intercultural Effectiveness Qualification Course

#### Description:

The Behavioural-Based Interview (BBI) for intercultural competence is an interviewing approach aimed at assessing candidates for international assignments. This qualification training is highly experiential and offers the participants one-on-one coaching with individualized feedback. At the end of this course, each participant receives a certificate along with a complete BBI kit containing a detailed competencies profile, an interview guide with specific questions and a rating table that the participants will be able to use with confidence.

#### Objectives:

At the end of the course, participants will:

- ✓ Understand the impact of culture on their role as an evaluator
- ✓ Be able to select the competencies and corresponding competency levels appropriate for the position(s) for which they are interviewing
- ✓ Be qualified to conduct interviews and rate a candidate's intercultural competence
- ✓ Write reports which describe a candidate's intercultural assessment

**Course Code:** IE0222

**Duration:** 3 days

**Population:** HR advisors and managers, recruiters and other hiring personnel

**Training Type:** Classroom

**Location:** Gatineau, Québec

**Prerequisites:** Fundamentals of Intercultural Effectiveness online course.

**Registration:** This course has its own registration link. Please contact [lpassepi@international.gc.ca](mailto:lpassepi@international.gc.ca). Registration and completion of this course includes a complete copy of the BBI tool kit, access to the Centre's online course Fundamentals of Intercultural Effectiveness and Members Zone Website, as well as a course certificate and on-going BBI support from the Centre.



### Debriefing and Re-Entry Course

#### Description:

Research and more than 40 years of experience in intercultural effectiveness training have reinforced the Centre's belief that the challenges are as great upon return home as during your international assignment. It is critical for returning professionals and youth to have an opportunity to assess the value of their experience in personal and professional terms and to share strategies on how to effect a smooth re-entry into their work and society. These workshops also provide an opportunity for organizations to learn lessons from returning personnel, to increase future program or project effectiveness and to improve operational framework.

This workshop is grounded in principles of adult learning. Experiential learning activities will encourage you to draw on your own experience, frame it in a new way, add layers of knowledge, and apply that learning in your organization and personal life.

#### Objectives:

The debriefing component will allow participants to:

- ✓ Capture lessons learned during the assignment
- ✓ Provide feedback to their organizations to improve operations
- ✓ Bring closure to their international experience

The Re-entry component will assist participants with:

- ✓ Reverse culture shock;
- ✓ The stages of re-entry adaptation;
- ✓ Learning strategies to manage the impact of re-entry; and
- ✓ Acquiring tools for re-entering the Canadian workplace.

**Course Code:** IE0032

**Duration:** 2 days

**Population:** All professionals, volunteers and student interns returning from short and long term international assignments.

**Training Type:** Classroom

**Location:** Courses are offered across Canada depending on demand and the geographic distribution of registered participants. Primary locations are Vancouver, Toronto, Ottawa, Montreal and Halifax.



## Exploring Interpersonal Conflict Across Cultures

### Description:

In this course, participants will explore the causes of interpersonal conflict, the nature of conflict escalation, the relationship between interpersonal conflict and culture and develop the skills required for reflective and active listening during an interpersonal conflict in an intercultural context.

### Objectives:

- ✓ Review how interpersonal conflict is experienced and conceptualized differently as a result of personal perceptions, experiences and the intercultural context
- ✓ Identify personal conflict response styles through the Kraybill Conflict Style Inventory (KCSI) and consider the impact of this in diverse intercultural contexts
- ✓ Discuss interpersonal conflict in an intercultural context, its causes, possible consequences and potential for escalation
- ✓ Explain the use of active and reflective listening tools and four IEP competencies in different interpersonal conflicts set in diverse cultural contexts

**Course Code:** IE0031

**Duration:** 1 day

**Population:** Government and non-government personnel preparing for short- and long-term international assignments seeking to improve their professional and intercultural competence in managing conflict in an intercultural environment.

**Training Type:** Classroom

**Prerequisites:** Two-day Pre-departure Course in Intercultural Effectiveness (given by CFSC)

Two-day Intercultural Effectiveness Pre-posting course (given by CFSC)  
(one or the other)

**Location:** Gatineau, Québec



## Facilitation Training and Capacity Building

### Description:

In terms of sustainable development, local control of initiatives is essential. This six-day training contributes to that because it supports a collaborative, participatory, and learning and results oriented program approach.

The goal of the training is to build basic skills in intercultural facilitation, adult education principles and participatory methodologies. It can therefore be an integral part of a human resource development strategy in an international development project or program. Thus, a group of local leaders is created among stakeholders and partner organizations; these leaders can then be called upon to act as facilitators in participatory processes in these projects / programs on an ad hoc basis.

### Objectives:

Workshop objectives vary depending on the stage a project/program is at in the cycle and depending on the needs of the collaboration's partners or the multicultural team. Generally, the goal is to train local leaders who will be responsible for:

- ✓ Facilitating participation and learning in development projects/ programs
- ✓ Strengthening collaboration among the various stakeholders, thereby enhancing the sustainability of the effects and impacts of the project and program

**Course Code:** IE0028

**Duration:** 6 days

**Population:** Partners in international and intercultural collaborations in the international development, diplomacy or business sectors.

**Training Type:** Classroom

Location: Workshops may be held at any time during an international collaboration. Workshops must bring together the partners involved and will be held where the greatest number of key players can meet, either in Canada or, more often, abroad.

**Note:** In residence course offered on a cost-recovery basis. Needs assessment upon registration.



For information on how to register and training costs for Intercultural Effectiveness courses and workshops, please contact the Centre for Intercultural Learning at (819) 997-1197 ext. 0 or Registrations-Inscriptions. CFSC@international.gc.ca

## Intercultural Team Building

### Description:

This workshop is appropriate when you notice intercultural tensions are preventing effective work from your team or within your organization. The goal of the workshop is to build a constructive intercultural dynamic, thereby improving performance and productivity in a particular work environment.

### Objectives:

- ✓ Strengthen intercultural effectiveness and teamwork
- ✓ Address the intercultural issues and needs identified by the organization
- ✓ Establish common ground between locally engaged staff and expatriates in terms of organizational priorities and processes
- ✓ Strengthen effectiveness and collaboration between the distinct cultural communities working within a particular organization in an international context
- ✓ Strengthen staff's intercultural effectiveness with clients and the surrounding community

**Course Code:** IE0029

**Duration:** Workshop duration depends on the objectives, which, in turn vary depending on the stage a project/program is at in the cycle and depending on the needs of the collaboration's partners or the multicultural team. / La durée de l'atelier dépend des objectifs qui varient selon le stade du cycle d'un projet ou programme et selon les besoins des partenaires de la collaboration ou de l'équipe multiculturelle.

**Population:** Partners in international and intercultural collaborations in the international development, diplomacy or business sectors.

**Training Type:** Classroom

**Location:** Workshops must bring together the partners involved and will be held where the greatest number of key players can meet, either in Canada or, more often, abroad.



## Lessons Learned and Sustainability of Results Workshop

### Description:

This workshop is relevant once your project/program ends. To ensure sustainability of results, you recognize the importance of identifying with your partners what was achieved and learned within the framework of the project. Furthermore, continuity strategies (sustainability and replication in some cases) must be developed and endorsed by the partners.

In this workshop, you and your partners report on the progress made. Through the synergy created by key stakeholders' participation in the workshop, the scope, ramifications and impact of the project become apparent. Benefit can also be drawn from the lessons learned. Strengths and challenges encountered during project/program implementation are identified and strategies for ensuring sustainability of results are explored together, thereby greatly increasing the sustainability of the effects and impact of the project/program.

### Objectives:

Workshop objectives vary depending on the stage a project/program is at in the cycle and depending on the needs of the collaboration's partners or the multicultural team. This goal of this workshop is to:

- ✓ Strengthen the knowledge base for effective project delivery in a particular sector
- ✓ Identify with stakeholders the progress, accomplishments and lessons learned during the project/program
- ✓ Explore strategies to ensure the sustainability of the project/program's results
- ✓ Contribute to the reporting process

**Course Code:** IE0023

**Duration:** Varies

**Population:** Partners in international and intercultural collaborations in the international development, diplomacy or business sectors.

**Training Type:** Classroom

**Location:** Workshops may be held at any time during an international collaboration. Workshops must bring together the partners involved and will be held where the greatest number of key players can meet, either in Canada or, more often, abroad.



## On-Arrival Orientations for International Partners

### Description:

On-Arrival Orientation to Canada courses have been designed for international partners, trainees and students coming for short and long term assignments or studies in Canada. The objective of the course is to assist individuals with their integration into Canadian society and culture and to maximise the effectiveness of their assignment. Orientations also benefit Canadian partner organizations and increase the likelihood of success for their projects and programs.

### Objectives:

- ✓ Appreciation of how culture influences one's values, beliefs and behaviours
- ✓ Understanding of Canadian culture, business and/or academic environments
- ✓ Establishment of effective communication and relationship with Canadian colleagues
- ✓ Adaptation to Canada including practical information about living, working/studying in Canada
- ✓ Development of strategies for a successful study/assignment in Canada

**Course Code:** IE0024

**Duration:** 1 day

**Population:** All international professionals, trainees and students staying in Canada for short and long term assignments and the members of Canadian partner organizations and/or academic institutions if needed.

**Training Type:** Classroom

**Location:** Orientations are available upon request and are offered across Canada. Primary locations include: Ottawa/Gatineau, Toronto, Vancouver, Montreal and Halifax.



## Pre-Departure Course in Intercultural Effectiveness

### Description:

In an effort to improve the effectiveness of Canadians working internationally, the Centre for Intercultural Learning set out to describe the intercultural competencies that are displayed by highly effective people and to design a course to equip Canadians with the skills and knowledge to perform effectively in an intercultural context.

This course is grounded in principles of adult learning. Experiential learning activities will encourage you to draw on your own experience, frame it in a new way, add layers of knowledge, and apply that learning in your upcoming assignment.

### Objectives:

Course participants will increase their intercultural effectiveness as they prepare to live and work in a different cultural context. During the course, they will learn to:

- ✓ Describe the influence of culture on human behaviour (including our own)
- ✓ Decode and bridge complex intercultural situations
- ✓ Recognize the filters and communication styles that interfere in communication across cultures
- ✓ Plan strategies for adjusting rapidly

**Course Code:** IE0001

**Duration:** 2 days

**Population:** All professionals, volunteers and youth interns working on short and long term international assignments. The Centre strongly recommends a Debriefing and Re-entry Workshop upon return to Canada.

**Training Type:** Classroom

**Location:** Courses are available upon request and are offered across Canada. Les cours sont disponibles sur demande, d'un bout à l'autre du Canada.



For information on how to register and training costs for Intercultural Effectiveness courses and workshops, please contact the Centre for Intercultural Learning at (819) 997-1197 ext. 0 or Registrations-Inscriptions. CFSC@international.gc.ca

## Pre-Return Orientations for International Partners

### Description:

The Pre-return Orientation courses have been designed for international partners, trainees and students coming or already in Canada for short and long term assignments or studies in Canada. The objective of the course is to assist individuals with their re-integration into their country following their return and to maximise the effectiveness of their assignment. Orientations also benefit Canadian partner organizations and increase the likelihood of success for their projects and programs.



## Professional Development in Intercultural Effectiveness

### Description:

Canadian institutions and companies are taking on a global dimension through international partnerships for business or development projects. This trend highlights a growing need for staff to learn key skills so they can provide high quality and appropriate services to their culturally diverse clientele.

The Centre for Intercultural Learning has developed a two-day workshop that helps staff learn to better understand the impact culture has on behaviour and develop strategies that will help them bridge sensitive situations and improve communications with their international clientele.

### Objectives:

- ✓ Identification of new knowledge, skills and attitudes gained in Canada
- ✓ Development of strategies for successful personal readjustment and professional reintegration back home
- ✓ Practicing techniques for sharing and transfer of new competencies in professional environment of home country

**Course Code:** IE0030

**Duration:** 1 day

**Population:** All international professionals, trainees and students staying in Canada for short and long term assignments and the members of Canadian partner organizations and/or academic institutions if needed.

**Training Type:** Classroom

**Location:** Courses are offered across Canada depending on demand and the geographic distribution of registered participants. Primary locations are Vancouver, Toronto, Ottawa, Montreal and Halifax.

### Objectives:

Participants will enhance their knowledge, skills and attitudes in the following areas of intercultural effectiveness (depending on participants' needs, a preference may be given to specific areas):

- ✓ Better understand the impact culture has on values, beliefs and behaviours
- ✓ Identify the typical reactions people (the personnel of the institution and the international clientele) have in intercultural situations
- ✓ Decode with the help of cultural dimensions to better understand people and situations
- ✓ Establish effective intercultural communication and relationships with international clientele
- ✓ Identify various styles and approaches for serving international clientele in an intercultural context
- ✓ Develop strategies for more effective personal and institutional intercultural practices

**Course Code:** IE0025

**Duration:** 2 days

**Population:** Government and non-government employees seeking to improve their professional and intercultural competence in interacting with international clientele.

**Training Type:** Classroom

**Location:** Courses are available upon request and are offered across Canada.

**Note:** This course is available for individual organizations that wish to internationalize the way in which staff deals with international clients on an organizational level.



## Project / Program Start-Up Workshop

### Description:

This workshop is held when the performance framework and expected outcomes of your project/program are subject to an agreement and the thrusts of its implementation plan are known. At that point, for the project/program to start up and progress effectively, it is vital that the key partners become involved and engaged. They must gain a shared understanding of the work, the implementation strategy and their respective roles and responsibilities.

### Objectives:

Workshop objectives vary depending on the stage a project/program is at in the cycle and depending on the needs of the collaboration's partners or the multicultural team. This goal of this workshop is to:

- ✓ Establish shared and clear expectations among the main actors and partners at the outset of a project or program
- ✓ Enable the various players to get to know each other better and become familiar with the management context and their respective roles and responsibilities
- ✓ Establish trust, relationships, shared commitment and common ground
- ✓ Build understanding of the main methods and tools to be used in project/program delivery

**Course Code:** IE0026

**Duration:** 1 day

**Population:** Partners in international and intercultural collaborations in the international development, diplomacy or business sectors.

**Training Type:** Classroom

**Location:** Workshops may be held at any time during an international collaboration. Workshops must bring together the partners involved and will be held where the greatest number of key players can meet, either in Canada or, more often, abroad.



## Rapid Appraisal / Stakeholder Exchange Workshop

### Description:

This workshop is held when your organization agrees to help resolve development problems or make improvements in a particular sector. It helps you and your local partners acquire a broader vision of the problems at play, the existing needs and the entities that are in the best position to help your development initiative move forward quickly and on solid foundations.

### Objectives:

Workshop objectives vary depending on the stage a project/program is at in the cycle and depending on the needs of the collaboration's partners or the multicultural team. This goal of this workshop is to:

- ✓ Obtain a participatory and systemic appraisal of the issues in a particular problem, theme, sector or program
- ✓ Assess the needs, understand the context, enable stakeholders to exchange perspectives and have dialogue on what needs to happen
- ✓ Promote learning between/among stakeholders
- ✓ Establish trust, relationships and common ground
- ✓ Build a shared commitment for practical action

**Course Code:** IE0027

**Duration:** Varies

**Population:** Partners in international and intercultural collaborations in the international development, diplomacy or business sectors.

**Training Type:** Classroom

**Location:** Workshops may be held at any time during an international collaboration. Workshops must bring together the partners involved and will be held where the greatest number of key players can meet, either in Canada or, more often, abroad.

## 3. International Affairs:

For information on how to register and training costs for International Affairs courses, please contact the Centre of Learning for International Affairs and Management at (819) 994-7841 or [CFSD@international.gc.ca](mailto:CFSD@international.gc.ca)



### Bilateral Negotiation

#### Description:

This course is designed to provide participants who do not have a background in economics with a basic understanding of economic concepts and data as they relate to Canadian economic activity both domestically and internationally.

#### Objectives:

On completion of the course, participants will be able to:

- ✓ Undertake the various stages of the negotiating process
- ✓ Develop appropriate positions for Canada based on negotiating mandates
- ✓ Estimate the parameters of a zone of potential agreement in the negotiations
- ✓ Develop strategic and tactical plans for negotiating

**Course Code:** IA0043

**Duration:** 2 days

**Prerequisites:** Completion of Introduction to Negotiation (IA0042) prior to taking this course is strongly recommended.

**Population:** The primary target population is entry-level commercial officers but this course can also be of interest to all employees who need a basic understanding of business economics to fulfill their job.

**Training Type:** Classroom

**Location:** Gatineau, Québec



### Canada and the Middle East

#### Description:

The course provides participants with a clear understanding of the context and major elements surrounding the conflict between Israelis and Palestinians and Canada's position towards this issue through pre-course readings, case studies and expert presentations.

#### Objectives:

At the end of this course, participants will be able to:

- ✓ Describe key elements and events surrounding this conflict and present the domestic and international contexts in which Canadian policy is developed and implemented
- ✓ Understand the evolution and principles of Canadian policy concerning this major issue
- ✓ Identify key Canadian contributions toward the search for peace

**Course Code:** IA0052

**Duration:** 3 days

**Population:** All new entry-level rotational officers; all rotational and non-rotational officers who require this specialized training for their job.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Canadian Economy Primer

### Description:

This course is designed to provide participants who do not have a background in economics with a basic understanding of economic concepts and data as they relate to Canadian economic activity both domestically and internationally.

### Objectives:

- ✓ Allow participants to interpret Canadian economic data in an international context trade to our economy
- ✓ Sets out the main characteristics of the Canadian economy, explains the structure of current economic activity, and the role of State in economic activities

**Course Code:** IA0033

**Duration:** 2 days

**Population:** The primary target population is entry-level commercial officers but this course can also be of interest to all employees who need a basic understanding of business economics to fulfill their job.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Competitive Intelligence

### Description:

The purpose of this course is to provide participants with a comprehensive overview of competitive intelligence by showing officers how to link it to the department's mandate and to their clients. Among other skills, participants will learn to create and manage competitive intelligence projects through project-planning and focusing on departmental priorities. The course will improve the ability of the officers to better understand and serve the clients' information and decision-making needs through the use of competitive intelligence techniques. The course also provides the opportunity to run a draft competitive intelligence project for the department.

### Objectives:

- ✓ Understand the skills and techniques in competitive intelligence
- ✓ Create and manage business intelligence projects

**Course Code:** IA0066

**Duration:** 2 days

**Population:** All employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Conflict Analysis and Resolution

### Description:

This course familiarizes foreign policy practitioners with concepts of war, conflict and peace, with a focus on conflict prevention, management and resolution, and on humanitarian intervention and peace-building.

### Objectives:

- ✓ Apply conflict prevention, management and resolution concepts in the development of Canadian foreign policy recommendations
- ✓ Identify instruments and institutions that can support the development of Canadian foreign policy on conflict containment and resolution
- ✓ Apply human security concepts in the development of Canadian foreign policy
- ✓ Identify opportunities and obstacles in various approaches to conflict prevention, management and resolution to effectively promote peace initiatives

**Course Code:** IA0009

**Duration:** 2 days

**Population:** All entry level officers; all employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Economics for Foreign Policy Practitioners

### Description:

Commercial/Economic and Political/Economic Officers being posted can be responsible for reporting on economic issues in their host country. Not all officers posted to these positions have a background in economics however.

This course offers basic economic theory through to more advanced concepts that are relevant to reporting on foreign countries, including reporting international issues as well as domestic economic conditions and policy developments that are relevant for Canada specifically or more generally.

### Objectives:

At the end of the course, participants will have:

- ✓ An understanding of how economists analyze issues
- ✓ An understanding of key economic definitions, concepts and institutions
- ✓ A good knowledge of best practices for economic reporting
- ✓ Knowledge of what resources are available to locate information and data

**Course Code:** IA0014

**Duration:** 3 days

**Population:** This course is targeted to a general audience, and no previous economics experience is needed.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Export Controls Orientation

### Description:

This course is intended only for officers who are consulted by the Export Controls Division on applications for permits to export military and other strategically sensitive goods.

### Objectives:

- ✓ Understand export controls issues
- ✓ Review and analyze export permit requests
- ✓ Make recommendations on export permit requests
- ✓ Provide an informed response to export controls consultations from the Export Controls Division in the Department of Foreign Affairs and International Trade Canada

**Course Code:** IA0035

**Duration:** 1 day

**Population:** The course is primarily aimed at employees who may be tasked with responding to export permit consultations.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## International Education

### Description:

This course will provide Officers going on posting abroad, at Regional Offices and those at Headquarters with an understanding of Canada's activities in international education relations and promotion, as well as useful tools and resources. This session will be of interest to Political Economic and Public Affairs Officers (PERPA) and Trade Officers as well as Managers who handle education and those seeking horizontal synergies with related industry sectors.

### Objectives:

At the end of the course, participants will be able to describe and explain:

- ✓ How DFAIT can best support education clients and partners
- ✓ How to respond to enquiries related to education, including academic relations, scholarships, student recruitment and Canadian Studies, as well as international work/travel opportunities for youth
- ✓ The impact of international education on the Canadian economy as well as on business and bilateral relations
- ✓ How to use Canada's new Education Brand to promote academic excellence in order to attract top scholars and the highest quality education partners to enhance our knowledge-based economy
- ✓ The challenge faced by Canada in this sector given increased competition from the United States, United Kingdom, France and Australia as well as regional hubs in Asia, Europe and the Gulf
- ✓ The tools and resources available to officers and missions for education relations and promotional activities

**Course Code:** IA0034

**Duration:** 1 day

**Population:** Employees who require this training for their work.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## International Law: Theory and Practice

### Description:

This course provides diplomatic practitioners and international affairs experts with a basic understanding of international law. It combines the academic and applied approaches to international law.

### Objectives:

- ✓ Identify the key principles of international law embodied in the UN Charter
- ✓ Understand the impact of Canada's Constitution on the conduct by Canada on international relations, with respect to making of treaties
- ✓ Recognize the importance of the Law of the Sea, especially for Canada
- ✓ Understand the importance of international law in relations between states
- ✓ Identify the main methods of peaceful settlement of disputes and the circumstances where states can use force in international law

**Course Code:** IA0005

**Duration:** 2 days

**Population:** All new entry-level rotational officers; all rotational and non-rotational employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## International Security

### Description:

This course is designed to familiarize participants with the basic concepts of regional, national and international security. It helps identify the actors in security, particularly regional and international institutions and organizations which play a political/military role. It provides an overview of the evolving international security system, in particular the emergence of new dimensions to such issues as economic, human and environmental security.

### Objectives:

- ✓ The key regional/international organizations in international security
- ✓ International disarmament efforts, particularly in new fields such as biological and chemical weapons
- ✓ The impact of international terrorism and transnational crime on the development of international security policy
- ✓ The emergence of new economic, human security and environmental dimensions to international security

**Course Code:** IA0008

**Duration:** 2 days

**Population:** All new entry-level officers; all rotational and non-rotational employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to Canada–US Relations

### Description:

Participants will acquire a basic understanding of the United States political culture, of the breadth and complexity of the Canada-U.S. relationship, and of current issues facing this relationship.

### Objectives:

On completion of the course, participants will be able to:

- ✓ Describe the U.S. public policy process
- ✓ Evaluate the ways in which the U.S. public policy process has an impact on Canada-U.S. relations
- ✓ Identify how the U.S. system might be accessed and influenced through an understanding of its structure, its global interests, and key issues in the Canada-U.S. relationship

**Course Code:** IA0039

**Duration:** 2 days

**Population:** Entry-level Foreign Service officers, officers with direct or indirect responsibility for Canada-US relations.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to Business and Dining Etiquette

### Description:

This course is designed to familiarize participants with the basic rules of business and dining etiquette. The restaurant setting will give participants an opportunity to put in practice their abilities in a real-life scenario.

Participants will also learn how to adjust their etiquette and protocol to various cultures that they interact with, and will have the opportunity to practise using culture specific scenarios.

### Objectives:

At the end of this course, participants will be able to:

- ✓ Demonstrate the essentials of business etiquette that are appropriate for official functions and business settings
- ✓ Demonstrate appropriate dining etiquette
- ✓ Demonstrate the use of etiquette and protocol in a culturally appropriate way

**Course Code:** IA0051

**Duration:** 1 day

**Population:** All employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to Development Finance

### Description:

This course provides an overview of the international aid architecture and respective roles of the Canadian International Development Agency (CIDA), the Department of Foreign Affairs and International Trade Canada (DFAIT) and International Financial Institutions in the delivery of international development assistance.

### Objectives:

On completion of the course, participants will be able to:

- ✓ Provide an overview of the international aid architecture, particularly the International Financial Institutions
- ✓ Explain how the Government of Canada is set up to deliver assistance
- ✓ Outline the importance of development institutions to the attainment of Canadian development, foreign and commercial policy objectives
- ✓ Identify issues and trends of interest to DFAIT
- ✓ Recognise the importance of sharing information on development activities and contacts

**Course Code:** IA0046

**Duration:** 1 day

**Prerequisites:** This course and The Aid Market (IA0027) are complementary and best taken together.

**Population:** Employees (both Political and Commercial) with limited knowledge and experience of development institutions. May be of particular interest to staff working on developing country issues or being posted to a developing country.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to Energy Issues

### Description:

This course provides officers with basic knowledge on the interface between energy issues and Canadian foreign and international trade policy.

Energy issues have re-emerged as important international and foreign policy issues. Energy is now part of bilateral relations agendas, as well as a subject of discussion in a wide variety of multilateral forums. This course aims to help Officers build their capacity to analyse energy issues and promote and protect Canada's energy interests internationally.

### Objectives:

At the end of the course, participants will be familiar with:

- ✓ The basics of Canada's energy profile
- ✓ Canada's energy trade and energy's role in our bilateral relationship with the USA
- ✓ The growing role of energy issues in geo-political dynamics and the impact on Canadian interests
- ✓ The major international bodies working on energy issues
- ✓ The important linkages between energy and the environment
- ✓ Skills related to analysis and reporting on energy issues

**Course Code:** IA0013

**Duration:** 3 days

**Population:** All employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to International Trade Finance

### Description:

The course will cover fundamental concepts such as the export transaction process, international business risks, commercial contracts, sources of financing for the short, medium, and long term, as well as programs and solutions offered by Canadian Crown Corporations and commercial banks.

### Objectives:

- ✓ Enable Trade Officers to better understand and serve Canadian firms in helping them identify the best financial tools available to support their activities abroad

**Course Code:** IA0028

**Duration:** 2 days

**Population:** Officers who need this specialised training for their work.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Introduction to Negotiation

### Description:

This course helps participants to establish their personal orientation to negotiating decisions and will familiarize them with the dynamics of group decision-making processes within the Department of Foreign Affairs and International Trade Canada.

### Objectives:

On completion of the course, participants will be able to:

- ✓ Employ systematic analysis for the establishment of priorities and preferences, and the assessment of trade-offs among decision options
- ✓ Understand integrative bargaining and how to use its various strategies
- ✓ Understand different influence tactics and how to apply them
- ✓ Apply rational decision protocols to group decision-making situations

**Course Code:** IA0042

**Duration:** 2 days

**Population:** All Entry-level Officers and all employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## INV 101: The Investment Development Function

### Description:

This course is delivered by an experienced team with the main objective of providing participants with a general overview of investment promotion, prospecting and services functions. Each session provides a great networking opportunity and a dynamic forum to discuss roles and responsibilities, while at the same time, consolidating federal, provincial/territorial, regional and local partnerships.

### Objectives:

- ✓ Identify the roles and responsibilities of key stakeholders and your own investment network
- ✓ Learn factors motivating investors to choose Canada
- ✓ Develop a basic outcall program
- ✓ Prepare for the first meeting with a potential investor
- ✓ Understand the importance of aftercare and services to investors
- ✓ Have a better understanding of investment attraction practices and policies

**Course Code:** IA0024

**Duration:** 3 days

**Population:** Officers at Headquarters, in regional offices and at posts, as well as officers from other government departments, provinces, regions and municipalities, who require this training.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Islam and Muslim Communities: Perspectives on Foreign Policy

### Description:

This course provides an overview of Islam and Muslim communities that is of direct relevance to foreign policy development and practice. The course brings together leading academics and researchers, in addition to government officials and civil society representatives.

### Objectives:

Participants will be introduced to the following subjects:

- ✓ Core elements of Islam, its historical development and diversity of contemporary practice
- ✓ Relationship between religion, politics and culture and how this is manifested locally and in the international sphere
- ✓ Islamism - implications for democracy and governance and relevance in fragile states
- ✓ Contemporary debates and challenges involving human rights, Islamic law, and democracy promotion
- ✓ Canadian government initiatives to engage Muslim communities internationally

**Course Code:** IA0001

**Duration:** 3 days

**Population:** This course is designed for DFAIT and OGD staff posted to Muslim countries abroad as well as Ottawa-based employees working on bilateral, multilateral and/or thematic issues related to Muslim communities abroad.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Multilateral Negotiation

### Description:

This course will provide participants with the knowledge and skills required to promote Canadian interests in multilateral negotiations. The course addresses additional negotiation themes: complexity in multilateral negotiations, multilateral bargaining and coalition building. A substantial amount of classroom time is spent on two simulated negotiations.

### Objectives:

- ✓ Adapt methods of systematic analysis to develop and advance Canadian positions in multilateral negotiations
- ✓ Develop strategic and tactical plans for negotiating in multilateral settings
- ✓ Adopt appropriate roles in multilateral negotiations
- ✓ Form and manage coalitions

**Course Code:** IA0045

**Duration:** 2 days

**Prerequisites:** Completion of either Introduction to Negotiation (IA0042) or Bilateral Negotiation (IA0043) prior to taking this course is strongly recommended.

**Population:** All employees involved in multilateral negotiations who require this training for their work.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Negotiating Market Access

### Description:

This course is focused on development of bilateral market access negotiation skills. Participants will take part in a bilateral market access negotiation simulation. The Thomas-Kilmann Conflict Mode Instrument (TKI) will be administered online prior to the course to determine each participant's personal orientation to negotiation.

### Objectives:

This course gives officers an understanding of the knowledge and skills needed to effectively conduct market access negotiations (covering trade, investment, etc).

Participants will gain insight into:

- ✓ Personal orientation to negotiation
- ✓ Decision making biases
- ✓ Systematic analysis for negotiation
- ✓ Strategies and tactics for effective negotiation

**Course Code:** IA0044

**Duration:** 3 days

**Population:** All rotational and non-rotational employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Policy Analysis and Development

### Description:

This course improves participants' abilities to apply the principal elements of policy analysis and development to a variety of Canadian international public policies. It will present the various stages of an applied problem-solving model of the international public policy process, and commercial-economic, political-economic and management-consular cases and exercises will be used to illustrate their application in the analysis and development of Canada's international policies.

### Objectives:

On completion of the course, participants will be able to:

- ✓ Define appropriate policy objectives
- ✓ Engage in consultations with members of policy communities
- ✓ Identify and assess policy alternatives
- ✓ Formulate a policy recommendation and implementation plan

**Course Code:** IA0002

**Duration:** 2 days

**Population:** Entry-level officers and all employees requiring this training for their work.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Protection of Civilians in Armed Conflict

### Description:

This interactive course aims to examine the legal, policy and operational aspects of humanitarian action to enhance the legal and physical protection of civilians in armed conflict. The course will provide an understanding of the normative framework on the protection of civilians in armed conflict and of international humanitarian law, as well as existing monitoring tools and enforcement mechanisms. It will also examine policy and operational challenges faced by various actors undertaking protection activities, including through the use of panels and case studies. Peers who have done such work will be present.

### Objectives:

- ✓ Enhance the knowledge and skills required for effective engagement by Canadian officials on these issues, and to offer practical tools on how to apply these concepts as a Government of Canada representative

**Course Code:** IA0012

**Duration:** 2 days

**Population:** Officers working on protection of civilians in armed conflict, humanitarian action and international humanitarian law either at mission or at Headquarters.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Responding to Natural Disasters

### Description:

This course is of particular interest to those who will be posted to countries that experience natural disasters and to Headquarters personnel who must manage the consular and OGD coordination of any Canadian response. Using case studies and lectures, the course covers the nature of disasters, needs of those affected, the roles of the various international and Canadian government agencies, and response systems and procedures.

### Objectives:

- ✓ Enhance ability of Canadian government personnel to respond in a timely and effective manner to natural disasters abroad
- ✓ Increase awareness of Canadian government natural disaster's risk reduction policies and programs

**Course Code:** IA0054

**Duration:** 1.5 days

**Population:** Officers with responsibility for response to natural disasters, either at the mission or in Headquarters.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## The Aid Market

### Description:

This course provides participants with useful information on how to support Canadian companies in their pursuit of aid-funded procurement opportunities internationally.

### Objectives:

- ✓ Explain the relationship between international development institutions and Canada's prosperity agenda
- ✓ Assess Canadian capability / capacity in the developing market
- ✓ Recognize market opportunities created by development finance
- ✓ Appreciate how and when procurement decisions are made in development projects
- ✓ Identify what clients consider useful leads/intelligence

**Course Code:** IA0027

**Duration:** 1 day

**Prerequisites:** This course and Introduction to Development Finance (IA0046) are complementary and best taken together.

**Population:** Employees (Trade Commissioners in particular) with limited knowledge and experience with development institutions. May be of particular interest to staff working on developing country issues or being posted to a developing country.

**Training Type:** Classroom

**Location:** Gatineau, Québec



## Working Trade Shows from Both Sides of the Aisle

### Description:

The purpose of this course is to present Commercial/Economic Officers with an understanding of the importance of trade fairs in trade promotion. The course focuses on results from two perspectives: visiting and exhibiting. A highlight of the course is a field trip to an actual trade show where new learning strategies can be examined in a real life setting.

### Objectives:

On completion of this course, participants will be able to:

- ✓ Create an effective plan to walk a show for market intelligence, recruiting or disseminating information
- ✓ Understand the principles of measuring results
- ✓ Create a focused exhibit plan
- ✓ Have the skills to help stakeholders and private sector clients achieve success from their show experiences

**Course Code:** IA0037

**Duration:** 2 days

**Population:** All employees who require this specialized training for their jobs.

**Training Type:** Classroom

**Location:** Gatineau, Québec