

# 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,  
125 Sussex Drive, Ottawa, Ontario,  
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# How is the information organized?

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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)

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## Behavioural-Based Interviewing for Intercultural Effectiveness Qualification Course

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**Course Code:** IE0019 | **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.

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### 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.

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### Objectives:

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

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

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**Registration:** This course has its own registration link. Please contact [lpass-sepi@international.gc.ca](mailto:lpass-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.

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### Registration procedures and training costs:

Contact information for registration procedures and training costs are located at the top of each page.

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### Course Icon:

The icon identifies that the course is classroom-based.



### Classroom Course

3

### Course Title:

The title of the course.

4

### Course Information:

Various information about the course (Course Code, Duration, Prerequisites, Population and Training Type).

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### Course Description:

A short description of the course.

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### Course Objectives:

The objectives of the course.

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### Additional notes:

Some courses will have other sections in which you will find other various information.

# 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

**Population:** Canada-based staff

### Description:

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:

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

- ✓ Develop advanced speaking, listening or reading skills
- ✓ Respond effectively to the requirements of professional life
- ✓ Represent successfully the interests of Canada
- ✓ Analyze 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.



## Maintenance Program

**Population:** Canada-based staff

### Description:

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:

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

- ✓ 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.

# 1. Foreign Languages

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## Pre-Posting Foreign Language Training Program

**Population:** Canada-based staff

### **Description:**

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:**

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

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

Plus any other language requested by the client.

# 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)



## Part-time Foreign Language Training

**Population:** Canada-based staff

**Description:**

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 learning needs

**Courses are given at the following levels:**

- ✓ Beginner
- ✓ Elementary
- ✓ Intermediate
- ✓ Advanced

**Languages offered:**

Any foreign language at client's request

### Testing Services

**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

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

**Course Code:** IE0019 | **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.

#### 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:

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

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

**Registration:** This course has its own registration link. Please contact [lpass-sepi@international.gc.ca](mailto:lpass-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.



### Exploring Interpersonal Conflict Across Cultures

**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 | **Location:** Gatineau, Québec | **Prerequisites:** Two-day Pre-departure Course in Intercultural Effectiveness **OR** Two-day Intercultural Effectiveness Pre-posting course.

#### 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:

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

- ✓ 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 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 competencies of intercultural effective person in different interpersonal conflicts set in diverse cultural contexts

## 2. Intercultural Effectiveness

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



### Facilitation Training and Capacity Building

**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.

#### Description:

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.

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

- ✓ Facilitate participation and learning in development projects/ programs
- ✓ Build strategies for strengthening collaboration among the various stakeholders, thereby enhancing the sustainability of the effects and impacts of the project and program

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



### Intercultural Team Building

**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. | **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.

#### Description:

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

#### Objectives:

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

- ✓ Identify strategies for strengthening intercultural effectiveness and teamwork at the individual and organizational levels
- ✓ Establish common ground between locally engaged staff and expatriates in terms of organizational priorities and processes
- ✓ Strengthen staff's intercultural effectiveness working with clients and stakeholders

## 2. Intercultural Effectiveness

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



### Lessons Learned and Sustainability of Results Workshop

**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.

#### Description:

In this workshop, participants 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.

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

- ✓ Build on the knowledge base for effective project delivery in a particular sector
- ✓ Identify the progress, accomplishments and lessons learned during the project/program
- ✓ Develop strategies to ensure the sustainability of the project/program's results
- ✓ Collect contributions to the reporting process project/program lessons learned



### On-Arrival Orientations for International Partners

**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.

#### Description:

These 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 maximize the effectiveness of their assignment. Orientations also benefit Canadian partner organizations and increase the likelihood of success for their projects and programs.

#### Objectives:

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

- ✓ Describe the influence of culture on human behaviour
- ✓ Acquire knowledge of the main characteristics of Canadian culture, business and/or academic environments
- ✓ Practice intercultural communication
- ✓ Define ways of effective intercultural adaptation, including information about living, working/studying in Canada.
- ✓ Develop strategies for a successful study in Canada

## 2. Intercultural Effectiveness

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-Departure Course in Intercultural Effectiveness

**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 Reintegration Course upon return to Canada. | **Training Type:** Classroom | **Location:** Courses are available upon request and are offered across Canada.

#### 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. Course participants will increase their intercultural effectiveness as they prepare to live and work in a different cultural context.

#### Objectives:

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

- ✓ Describe the influence of culture on human behaviour
- ✓ Decode and bridge complex intercultural situations
- ✓ Practice intercultural communication
- ✓ Define ways of effective intercultural adaptation
- ✓ Identify main characteristics of the interacting cultures
- ✓ Develop strategies for effective relationship-building with international counterparts



### Pre-Return Orientations for International Partners

**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.

#### Description:

These 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 maximize the effectiveness of their assignment. Orientations also benefit Canadian partner organizations and increase the likelihood of success for their projects and programs.

#### Objectives:

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

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

## 2. Intercultural Effectiveness

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



### Professional Development in Intercultural Effectiveness

**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.

#### 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 course 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.

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)

#### Objectives:

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

- ✓ Describe the influence of culture on human behaviour
- ✓ Decode and bridge complex intercultural situations
- ✓ Practice intercultural communication
- ✓ Identify various styles and approaches for serving international clientele in an intercultural context
- ✓ Develop strategies for more effective personal and institutional intercultural practices

#### Note:

This course is available for individual organizations that wish to internationalize their staff performance in working with international clientele.



### Project / Program Start-Up Workshop

**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.

#### 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:

Upon completion of this course, participants will be able 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
- ✓ Build understanding of the main methods and tools to be used in project/program delivery

## 2. Intercultural Effectiveness

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



### Rapid Appraisal / Stakeholder Exchange Workshop

**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.

#### Description:

This workshop is held when an 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:

Upon completion of this course, participants will be able 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
- ✓ Build a shared commitment for practical action



### Reintegration Course

**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.

#### 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 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:

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

- ✓ Capture lessons learned during the assignment
- ✓ Provide feedback to their organizations to improve operations
- ✓ Bring closure to their international experience
- ✓ Acquire tools to manage re-entry adaptation
- ✓ Develop strategies to manage their reintegration into the Canadian workforce

# 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

**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

### Description:

This course is designed to provide participants with the knowledge and skills necessary to conduct different types of negotiation and develop an effective negotiation plan in a bilateral context. They will also acquire the skills needed to initiate, conduct and conclude mutually satisfactory negotiations, and get practice in the use and recognition of strategies and tactics in negotiation.

### Objectives:

Upon completion of this 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



## Canadian Economy Primer

**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

### 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:

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

- ✓ Interpret Canadian economic data in an international trade context in order to make comparisons and draw conclusions and to understand why international trade is indispensable to the Canadian economy
- ✓ Identify the main characteristics of the Canadian economy, explain the structure of current economic activity, and the role of State in economic activities

# 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)



## Competitive Intelligence

**Course Code:** IA0066 | **Duration:** 2 days | **Population:** All employees who require this specialized training for their jobs. | **Training Type:** Classroom | **Location:** Gatineau, Québec

### 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 officers to better understand and serve their clients' information and decision-making needs through the use of competitive intelligence techniques.

### Objectives:

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

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



## Economics for Foreign Policy Practitioners

**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

### 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:

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

- ✓ Recognize how economists analyze issues
- ✓ Identify key economic definitions, concepts and institutions
- ✓ Demonstrate a good knowledge of best practices for economic reporting
- ✓ Enumerate what resources are available to locate information and data

# 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)



## Export Controls Orientation

**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

### 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:

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

- ✓ Identify 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



## International Education

**Course Code:** IA0034 | **Duration:** 1 day | **Population:** Employees who require this training for their work. | **Training Type:** Classroom | **Location:** Gatineau, Québec

### 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 course 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:

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

- ✓ Describe how DFAIT can best support education clients and partners
- ✓ Respond to enquiries related to education, including academic relations, scholarships, student recruitment and Canadian Studies, as well as international work/travel opportunities for youth
- ✓ Explain the impact of international education on the Canadian economy as well as on business and bilateral relations
- ✓ 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
- ✓ Understand 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
- ✓ Use tools and resources available to officers and missions for education relations and promotional activities

# 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)



## International Law: Theory and Practice

**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

### 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:

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

- ✓ 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



## 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

### 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:

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

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

# 3. International Affairs

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## Introduction to Armed Conflict and Conflict Resolution

**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

### Description:

The course will present analytical tools in the field of conflict analysis and resolution. Participants will develop skills to assess various aspects of conflict situations with a view to the development of Canadian foreign policy recommendations. The course includes case studies and simulation exercises involving subject-matter experts that will allow participants to apply their skills and knowledge.

### Objectives:

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

- ✓ Apply conflict prevention, management and resolution concepts in the development of Canadian foreign policy recommendations
- ✓ Identify instruments and institutions and analytical frameworks that can support the development of Canadian foreign policy on conflict containment and resolution
- ✓ Apply peace mission concepts including humanitarian intervention to fulfill Canadian objectives
- ✓ 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



## Introduction to Business and Dining Etiquette

**Course Code:** IA0051 | **Duration:** 1 day | **Population:** All employees who require this specialized training for their jobs. | **Training Type:** Classroom | **Location:** Gatineau, Québec

### 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:

Upon completion 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

# 3. International Affairs

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## Introduction to Canada–US Relations

**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

### 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:

Upon completion of this 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



## Introduction to Development Finance

**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

### 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:

Upon completion of this 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
- ✓ Recognize the importance of sharing information on development activities and contacts

# 3. International Affairs

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## Introduction to 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

### Description:

With high and volatile energy prices, energy issues have re-emerged as important foreign policy issues globally. This course will provide officers with a basic knowledge of the interface between energy issues and Canadian foreign and international trade policies. Energy is now firmly part of many 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 global energy issues, as well as to protect and promote Canada's energy interests, both geopolitical and economic, internationally.

### Objectives:

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

- ✓ Understand the basics of Canada's energy profile
- ✓ Explain Canada's energy trade and energy's role in our bilateral relationship with the USA
- ✓ Have a better understanding of the growing role of energy issues in geo-political dynamics and the impact on Canadian interests
- ✓ Recognize the major international bodies working on energy issues
- ✓ Make important linkages between energy and the environment
- ✓ Use skills related to analysis and reporting on energy issues



## Introduction to International Trade Finance

**Course Code:** IA0028 | **Duration:** 2 days | **Population:** Officers who need this specialized training for their work. | **Training Type:** Classroom | **Location:** Gatineau, Québec

### 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.

This course aims to enable Trade officers to help Canadian companies identify the best financial tools available to support their activities abroad.

### Objectives:

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

- ✓ Understand the common financial needs of Canadian exporters and investors
- ✓ Increase their knowledge of different trade finance and insurance instruments available to exporters in both the public and private sectors
- ✓ Be able to triage the needs of exporters in a particular situation and help them identify an appropriate financing and/or risk mitigation solution

# 3. International Affairs

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## Introduction to Negotiation

**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

### 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, and with similar decision-making processes involving DFAIT and other government departments.

### Objectives:

Upon completion of this 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
- ✓ Describe integrative bargaining and how to use its various strategies
- ✓ Select different influence tactics and how to apply them
- ✓ Apply rational decision protocols to group decision-making situations



## INV 101: The Investment Development Function

**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

### Description:

This course provides 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:

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

- ✓ Identify the roles and responsibilities of key stakeholders and their own investment network
- ✓ Explain 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

# 3. International Affairs

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## Islam and Muslim Communities: Perspectives on Foreign Policy

**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

### 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:

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

- ✓ Understand how to do business with Muslim communities
- ✓ Analyze violent extremism and its implications on public safety
- ✓ Assess Islamism and the implications of governance in fragile states
- ✓ Identify Canadian government initiatives to engage Muslim communities at home and abroad, and women's rights



## Middle East Primer for Foreign Policy Practitioners

**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

### Description:

The course will provide 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, expert presentations and meeting with members of domestic lobbies interested in the issue.

### Objectives:

Upon completion 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

# 3. International Affairs

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## Multilateral Negotiation

**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

### 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:

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

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



## Negotiating Market Access

**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

### 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:

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

- ✓ Identify the knowledge and skills needed to effectively conduct market access negotiations (covering trade, investment, etc.)
- ✓ Evaluate their personal orientation to negotiation
- ✓ Analyze decision making biases
- ✓ Describe systematic analysis for negotiation
- ✓ Recognize strategies and tactics for effective negotiation

# 3. International Affairs

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## Policy Analysis and Development

**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

### 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:

Upon completion of this 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



## Protection of Civilians in Armed Conflict

**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

### 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.

### Objectives:

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

- ✓ Enhance the knowledge and skills required for effective engagement by Canadian foreign policy practitioners on these issues
- ✓ Identify and compare practical tools with a view to applying them as a Government of Canada representative
- ✓ Identify Canadian priorities and key objectives in this field

# 3. International Affairs

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## Responding to Natural Disasters

**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

### 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:

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

- ✓ Prepare to respond in a timely and effective manner to natural disasters abroad
- ✓ Recognize, analyze and report on humanitarian crises caused by natural disasters
- ✓ Provide recommendations to Headquarters on how the Government of Canada should best respond to a given natural disaster



## The Aid Market

**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

### Description:

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

Aid agencies and multilateral development banks provide over \$150 billion annually in funding for a wide variety of projects around the world. The projects vary across all sectors and require the supply of equipment, services, and technical assistance. As a result, they also translate into a broad range of export and investment opportunities for Canadian companies, either as prime contractors or as suppliers of goods and services to prime contractors.

This course is aimed at all trade commissioners, particularly those with sectoral or geographic responsibility for developing and emerging markets.

### Objectives:

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

- ✓ Understand the international aid architecture and Canada's role and interests within this setting
- ✓ Appreciate the export and investment potential of aid markets
- ✓ Understand how and when procurement decisions are made in development projects
- ✓ Seek and identify market opportunities created by development finance
- ✓ Identify key development finance partners and contacts
- ✓ Communicate commercial intelligence and leads to clients in a useful and proactive manner

# 3. International Affairs

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## Working Trade Shows from Both Sides of the Aisle

**Course Code:** IA0037 | **Duration:** 2 days | **Population:** All employees who require this specialized training for their jobs. | **Training Type:** Classroom | **Location:** Gatineau, Québec

### Description:

The purpose of this course is to help Trade Commissioners achieve results from their trade show activities, whether they are walking the show to gather commercial intelligence or participating as an exhibitor. A highlight of the program is a field trip to a trade show allowing participants to apply their new knowledge and skills in a real life setting.

### Objectives:

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

- ✓ Create an effective plan to walk a show for commercial intelligence, recruiting or disseminating
- ✓ Apply commercial intelligence gathering techniques (setting goals, questioning and listening skills)
- ✓ Explain the principles of measuring results
- ✓ Create a focused exhibit plan
- ✓ Recognize how to help stakeholders and private sector clients achieve success from their show experiences