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**Compendium of
Federal Government Organizational Units
Conducting International Relations
on Behalf of the Government of Canada**

Prepared as a component of the 1995-1996
Client Services Management Plan
for the
Canadian Foreign Service Institute

CONSULTING
AND AUDIT
CANADA



CONSEILS ET
VÉRIFICATION
CANADA

DRAFT #3

June 14, 1995

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Dept. of External Affairs
Min. des Affaires extérieures

AUG 14 1995

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SECTION 1 - OVERVIEW

EXECUTIVE SUMMARY

***** To be completed in the final draft.

INTRODUCTION

The mandate of the Canadian Foreign Service Institute (CFSI) is to serve all those engaged in the conduct of Canada's international relations and, as an instrument of Canadian Foreign Policy, foreign governments and multilateral organizations. The purpose of this report is to identify the constituents of each segment in the community of potential clients for the Institute's specialized services.

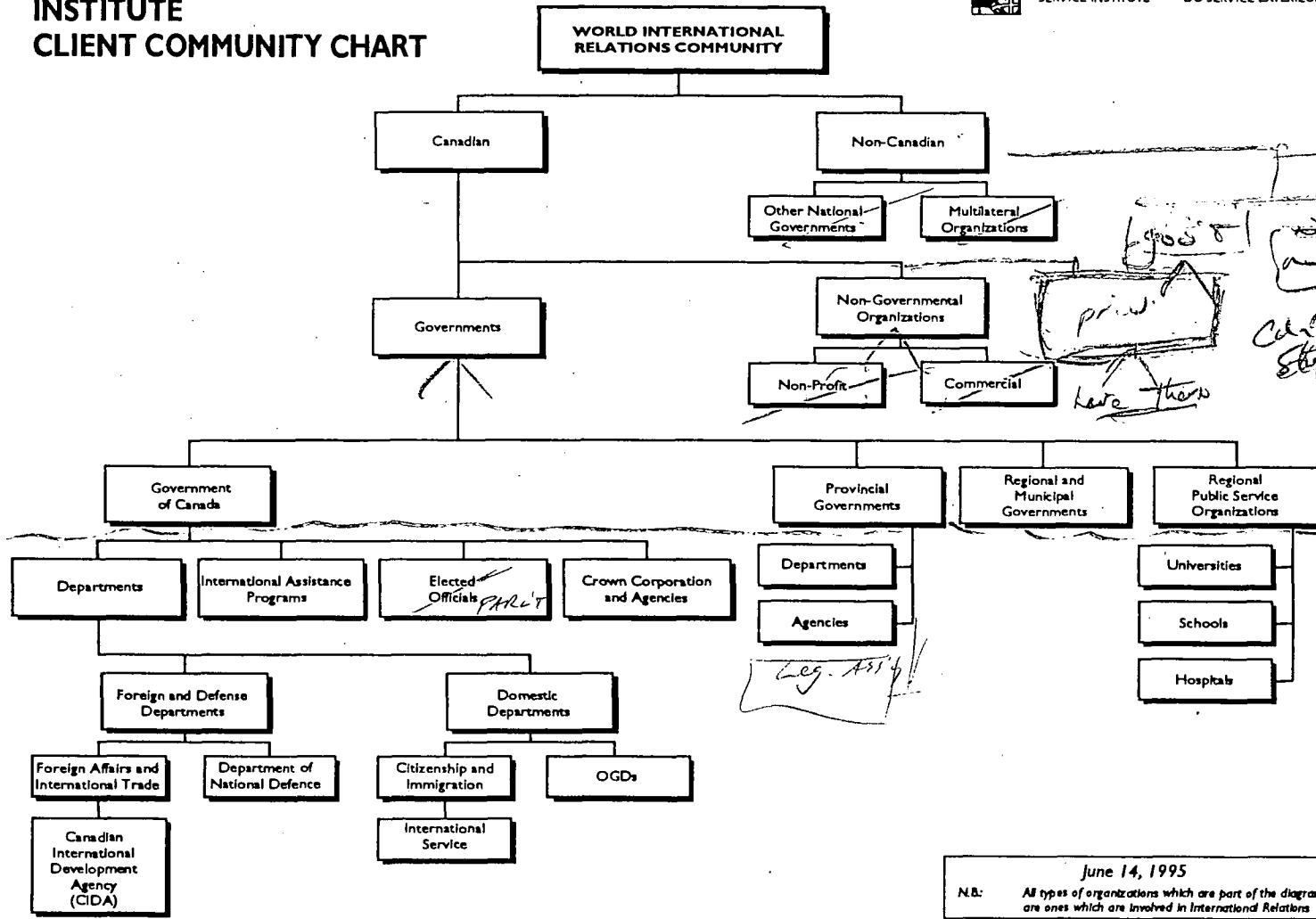
Section I provides an overview of that community. Section II presents "Schedule I" Federal Government Departments; Section III contains information related to other federal government organizations such as Crown corporations, agencies, boards, and commissions. Additional sections in future drafts will deal with other segments as the research and analysis is completed.

CFSI CLIENT COMMUNITY

The full scope of the potential client community of the Institute is illustrated by the chart on page 3. This draft of the compendium focuses on the segments identified in the lower left quadrant of the chart under the Government of Canada:

- Departments - Foreign and Defence (with the exception of DFAIT)
- Departments - Domestic
- Crown Corporations and Agencies (including boards, commissions, etc.)

**CANADIAN FOREIGN SERVICE
 INSTITUTE
 CLIENT COMMUNITY CHART**



June 14, 1995
 N.B.: All types of organizations which are part of the diagram are ones which are involved in International Relations

METHODOLOGY AND DEFINITIONS

The large majority of the research to date has been conducted through telephone interviews with management or officials within the selected organizations. Research efforts also relied on available resource material such as Main Estimates Part III reports, annual reports and brochures, telephone directories, personal references, and the initial research carried out by Institute staff..

The following definitions and notes are relevant to this report:

- **"Client"** refers to organizational units that would pay for their employees (students) to register with the Institute;
- **"Student"** refers to the potential beneficiaries of the Institute's training and education services;
- **"Schedule I, I.1, II, III, or Non-Classified"** refer to the classification of federal Departments, Corporations, Agencies, Boards, Commissions, and Councils, as per the Federal Administration Act (FAA);
- All Schedule I Departments are included, with the exception of the Department of Foreign Affairs and International Trade;
- The number of individuals identified includes **professionals and executives involved in international activities for at least a majority (50%) of their time**. All support staff without exception, and all professionals and executives spending less than 50% of their time on international tasks, were not included in this survey. However, the number of professionals and executives in this latter group is potentially significant and growing, and their numbers, locations, and needs should be assessed in future research. (See Special Comments page 5.)

SPECIAL COMMENTS

During the research period, numerous organizations were contacted and interviewed, and most had strong international activities and mandates. There were some whose international roles or mandates were less prominent, where staff did participate in international tasks and activities, but those efforts were secondary (less than half of their overall time). These organizations are still eligible for future consideration, but are not included in the survey results at this time. They are listed below.

Schedule I (FAA)

Treasury Board

Schedule I.1 (FAA)

Canadian International Trade Tribunal¹

Canadian Radio-Television and Telecommunications Commission

Correctional Service of Canada

Immigration and Refugee Board

National Archives of Canada

Statistics Canada

Schedule II (FAA)

Medical Research Council

Social Sciences and Humanities Research Council

Schedule III (FAA)

Canada Ports Corporation

Non-Classified

Grain Research Laboratory

¹The Canadian International Trade Tribunal's (CITT) focus is to examine the impact of imported products or services on the domestic industry. Research or audits of foreign organizations is conducted by Revenue Canada personnel, who then submit a report to CITT. CITT's actual international activity is quite small, and thus does not meet the requirements established in the Methodology and Definitions on page 4.

SECTION 2 - FEDERAL GOVERNMENT DEPARTMENTS
(Schedule I)

SUMMARY OF RESULTS

It was originally estimated that as many as 4,000 professionals and executives within Federal Government Departments could be identified as potential students of the Canadian Foreign Service Institute (the Institute), on the basis of their responsibilities for Canada's international relations.

This Compendium presents the results of telephone surveys conducted between March 14, 1995 and April 26, 1995 to define the potential market for the Institute, exclusively within Schedule I Federal Government Departments.

Approximately 95 interviews permitted the identification of 106 organizational units which, due to the extent of their international activities, can be considered potential clients for the Institute's services. The number of potential students identified within the surveyed group amounts to 1,273.

These figures are absolute minimums. They are a verified count, derived from actual interviews, and do not include any other forecast or estimation of other potential clients, of which there are many, within the federal government.

**INDIVIDUALS ENGAGED IN INTERNATIONAL ACTIVITIES
WITHIN FEDERAL GOVERNMENT DEPARTMENTS
(Schedule I* Departments only)**

| SCHEDULE I DEPARTMENT | PROFESSIONALS & EXECUTIVES |
|---|-------------------------------|
| Agriculture and Agri-Food Canada | 148 |
| Canadian Heritage | 34 |
| Citizenship and Immigration | 115 |
| Environment Canada | 134 |
| Finance Department | 143 |
| Fisheries and Oceans | 27 |
| Health Canada | 114 |
| Human Resources Development | 7 |
| Indian and Northern Affairs | 5 |
| Industry Canada | 104 |
| Justice Canada | 56 |
| National Defence | 35 |
| Natural Resources | 82 |
| Public Works and Government Services Canada | 14 |
| Revenue Canada | 156 |
| Solicitor General | 5 |
| Transport Canada | 17 |
| Treasury Board | 0 |
| Veterans' Affairs | 67 |
| Western Economic Diversification | 10 |
| TOTAL**: | 1,273 |

* As defined in the Federal Administration Act.

** "Total" represents research sampling results of above-listed Schedule I Departments, counting only those people involved in international activities for at least 50% of their time. Actual total of all international professional and executive staff in these Departments is estimated to be as high as 4,000.

AGRICULTURE AND AGRI-FOOD CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|--|--|--|
| MARKET & INDUSTRY SERVICES BRANCH | | | | |
| INTERNATIONAL MARKETS BUREAU - Grains and Oilseeds Division - Intl. Market Services Division - Intl. Affairs Division - Trade Evaluation and Analysis Division - Secretariat | - Intl. market development and promotion of agricultural products - Negotiate/involved with bilateral/multilateral agreements - Collect and analyze statistical information - Secretariat assists with protocol, organize missions - Concerned with market issues and market development | - 1 Director General - 5 Directors - 52 Professionals - 10-15 seconded to DFAIT | - Intl. trade and how to take advantage of its opportunities | - Has had some training through CFSI; would like to see a follow-up to that training. |
| INTERNATIONAL TRADE POLICY DIRECTORATE - Multilateral Trade Policy Division - Western Hemisphere Trade Policy Division - Eastern Hemisphere Trade Policy Division | - Policy development and recommendation - Close liaison with DFAIT - Research and analysis to determine departmental policy on agri-food trade issues - Negotiate agreements and monitor application to improve foreign market access - Legislation related to mandate | - 1 Director General - 3 Directors - 21 Professionals | - Negotiation style of various cultures/people - How intl. meetings operate (ie: conduct, negotiation, communication) | |
| AGRICULTURAL INDUSTRY SERVICES DIRECTORATE | - Develop and analyze market information and intelligence - Compile provincial and national data; info posted for farmers and Statistics Canada - Develop strategies for industry development, marketing, competition, forecasting - Participate in 22 intl. working groups - Advise, brief, etc. to the Intl. Markets Bureau | - 1 Director General - 26 Directors and Professionals combined | - Intl. market analysis - Identifying market opportunities, etc. | - Currently discussing with Ottawa University program options for training interests. - Has had some training with CFSI/DFAIT |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|--|--|---|
| FOOD PRODUCTION AND INSPECTION BRANCH | | | | |
| FOOD INSPECTION DIRECTORATE - Up to 5 divisions | <ul style="list-style-type: none"> - Develop standards and provide inspection service related to food and food products - Coordinate import program, food monitoring program and export certification - Main concern is health and safety - Responsible for market issues ie: packaging requirement, grades, standards, etc. - Intl. involvement in Uruguay, and other intl. organizations - Review foreign programs to ensure equivalent standards are met for goods imported to Canada - Assist foreign governments to establish standards programs | - 10 Professionals | - Possibility for communication/ intercultural effectiveness when dealing with foreign governments | |
| ANIMAL AND PLANT HEALTH DIRECTORATE - Up to 3 divisions | <ul style="list-style-type: none"> - Establish national standards to deliver programs; delivery carried out by regional offices - Negotiate trade conditions, represent Canada abroad - Main task to prevent entry of exotic disease through animal or plant - Technology development at in-house research labs - Monitor accredited laboratories - Strong liaison with DFAIT | - 5 Professionals | - No current needs, but if new staff came on, would like to repeat Cultural Awareness | - 2 years ago, staff attended a Cultural Awareness programme |
| POLICY BRANCH | | | | |
| INDUSTRY PERFORMANCE AND ANALYSIS | <ul style="list-style-type: none"> - Industry Performance Analysis - Explore and establish partnerships for studies - Sector research on trade - Develop economic indicators - Interact with OECD - Compare Canada's position with others | - 1 Director General - 12 Professionals | - No needs identified | <ul style="list-style-type: none"> - Several experts on foreign languages on staff - Felt that protocol/communications matters are supported by the embassy in the foreign country. |

CANADIAN HERITAGE

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--|--|--|
| COMMUNICATIONS BRANCH | | | | |
| CORPORATE AND INTERGOVERNMENTAL AFFAIRS - International Relations Division | <ul style="list-style-type: none"> - Negotiate bilateral/multilateral cultural agreements - Promote Dept. objectives and policies internationally - Manage intl. partnerships and networks - Strong intergovernmental liaison - Coordinate the Intl. Expositions Program | <ul style="list-style-type: none"> - 1 Director - 16 Professionals | <ul style="list-style-type: none"> - Possible communication skills development | <ul style="list-style-type: none"> - People seconded through foreign affairs may cover majority of intl., which would explain low interest in training, given the intl. focus of the division |
| AMATEUR SPORT BRANCH | | | | |
| STRATEGIC ISSUES - INTERNATIONAL DIRECTORATE | <ul style="list-style-type: none"> - Formulate and negotiate bilateral/multilateral sports-related agreements - Provide Canadian presence & support at intl. sports events; conduct pre-visit preparation. - At Canadian events, act as host to visitors, provide advice and assistance. - Provide funding/bid support dollars and assistance to organizations and athletes | <ul style="list-style-type: none"> - 7 Professionals | <ul style="list-style-type: none"> - Communications/Protocol - Negotiation | <ul style="list-style-type: none"> - Uncertainty of status due to dept. shake-up in near future, but felt relatively stable. - No formal development undertaken. |
| PARKS CANADA INVESTMENTS BRANCH | | | | |
| PARKS CANADA INVESTMENTS BRANCH - Up to 4 divisions | <ul style="list-style-type: none"> - Provide business service support to Parks Canada - Planning, resource allocation, revenue generating - Develop intergovernmental and organizational partnerships (domestic only) | <ul style="list-style-type: none"> - 6 Professionals | <ul style="list-style-type: none"> - No needs identified | |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|-------------------|---|--|
| CITIZEN'S PARTICIPATION AND MULTICULTURALISM BRANCH | | | | |
| HUMAN RIGHTS DIRECTORATE | <ul style="list-style-type: none"> - Coordinate activities and reports through FEDPROV - Coordinate Canada's Human Rights Reports to the UN - Is part of foreign delegations and missions re: human rights issues - Educate and promote Human Rights issues and Canada's position on such issues | - 4 Professionals | <ul style="list-style-type: none"> - Negotiation - Communication - Intercultural relations | - Department undergoing complete review; many changes expected in near future. Cannot predict outcome. |

Canadian Heritage is on the verge of a major corporate review and re-organization. Substantial changes are expected, and any information provided is subject to change.

CITIZENSHIP AND IMMIGRATION CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|---|--|--|
| POLICY SECTOR | | | | |
| INTERNATIONAL REFUGEE AND MIGRATION POLICY DIRECTORATE - Intl. Migration Policy Division - Intl. Humanitarian and Resettlement Policy Division - Refugee Protection Policy | - Policy development on international migration and refugee issues - Negotiate agreements, MOU's, multilateral agreements - Policy development for the Immigration Refugee Board - Attend intl. conferences, meetings, etc. - Advisor to Minister, ADM | - 1 Director General - 3 Directors - 5 Professionals | - International migration and refugee issues | - Does not feel there is adequate training and education available on migration & refugee issues |
| INTERNATIONAL SERVICE SECTOR | | | | |
| INTERNATIONAL OPERATIONS DIRECTORATE - Western Hemisphere Division - Europe Division - Asia/Pacific Division - Africa/Middle East Division - Operations Support Division - Immigration Control Division | - Responsible for managing, directing, and supporting posts overseas in their program delivery - Gather information on scams, illegal entries, and other pertinent issues - Assist in resolving refugee disputes | - 1 Director General - 6 Directors - 29 Professionals - 64 Postings abroad | - Protocol - Communication - Negotiation | - Also interested in legislation and enforcement training |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|-------------------|-----------------------|---|
| INTERNATIONAL MIGRATION AND PROGRAM COORDINATION DIRECTORATE - Up to 4 divisions | <ul style="list-style-type: none"> - Responsible for the delivery of immigration programs abroad - Coordinate the programs of the divisions in the directorate: legal issues, medical policies, compliance with procedures, delivery of programs abroad - Coordinate involvement and negotiation with Intl. Organization for Migration | - 6 Professionals | - No needs identified | <ul style="list-style-type: none"> - Has previously had training through CFSI - Most staff have considerable experience |

ENVIRONMENT CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|--|---|---|
| POLICY AND COMMUNICATIONS SECTOR | | | | |
| INTERNATIONAL RELATIONS DIVISION | <ul style="list-style-type: none"> - Coordinating Bilateral & Multilateral Policies - Delegate policy implementation to appropriate sector - Carry-out logistics for Minister & DM visits | <ul style="list-style-type: none"> - 1 Director - 7 Professionals | - No needs identified | - Oversee intl. affairs, but no direct involvement - it is delegated to relevant division |
| ENVIRONMENTAL PROTECTION SERVICE | | | | |
| PROGRAM INTEGRATION DIRECTORATE - North American/Global Strategies Branch | <ul style="list-style-type: none"> - Issues management - Negotiate and develop policies and strategies - Manage Environmental Issues - Represent Canada in a number of negotiations, arbitral panels & disputes - Provide advice to ADM and other sectors on environmental issues | <ul style="list-style-type: none"> - 1 Director - 10 Professionals | <ul style="list-style-type: none"> - Protocol - Intercultural relations/communication - Negotiation - Spanish language training | - Will be downsizing, but expect workload to increase |
| CANADIAN WILDLIFE SERVICE | | | | |
| CANADIAN WILDLIFE SERVICE | <ul style="list-style-type: none"> - Involvement with UNEP, DFAIT, - Committee of Sustainable development; Extensive involvement with US, EU; - Obtaining and disseminating information - Respond to Canadian and intl. inquiries - Drafting policy guidelines | <ul style="list-style-type: none"> - 110 Directors and Professionals combined | <ul style="list-style-type: none"> - Foreign language training - Negotiation - Canadian foreign policy direction and priorities - Intercultural relations | - On the job training combined with development courses |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|-------------------|--|---|
| BIODIVERSITY DIRECTORATE | <ul style="list-style-type: none"> - Develop national and international biodiversity strategy for Canada - Promote business opportunities abroad for Canadian companies - Respond to Canadian and intl. inquiries | - 1 Professional | <ul style="list-style-type: none"> - Negotiation - Intercultural training - Spanish language training | - On the job training combined with general experience |
| DEPUTY MINISTER'S OFFICE | | | | |
| CORPORATE SECRETARIAT | - Provide logistical support and preparatory material for Minister's office for meetings and trips | - 2 Professionals | - No needs identified | - On the job training and "ad hoc" |
| ENVIRONMENTAL CONSERVATION SERVICE | | | | |
| STATE OF THE ENVIRONMENT DIRECTORATE | - Primary role centres around reporting on environmental conditions | - 2 Professionals | - No needs identified due to uncertain future role of intl. activities | <ul style="list-style-type: none"> - Directorate is to reduce from 40 FTEs to 13 FTEs in the next 18 months - Primarily on the job training |

FINANCE DEPARTMENT

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|--|--|---|
| INTERNATIONAL TRADE AND FINANCE BRANCH | | | | |
| INTERNATIONAL ECONOMIC ANALYSIS DIVISION | <ul style="list-style-type: none"> - Assess international economic trends - Analyze financial developments - Coordinate & support dept.'s involvement in intl. organizations - Participate & represent Canada at intl. organizations - Liaison for Finance counsellors posted in G-7 countries | <ul style="list-style-type: none"> - 1 Director - 8 Professionals - 9 Posted abroad | <ul style="list-style-type: none"> - Crash courses re: practical logistics & intercultural/social issues briefing prior to posting - Briefing on the multicultural organizations - Japanese language training | <ul style="list-style-type: none"> - Anticipate staff reduction from 9 to 6 in posted counsellors. |
| INTERNATIONAL TRADE & FINANCE DEVELOPMENT DIVISION | <ul style="list-style-type: none"> - Responsible for intl. financial institutions and intl. asset/debt - Manage Canada's relations with intl. financial institutions - Involved with CIDA on regional basis - Participate in the Paris Club - Coordinate involvement with Export Development Corporation and the Canadian Wheat Board | <ul style="list-style-type: none"> - 1 Director - 15 Professionals | <ul style="list-style-type: none"> - Intl. issues affecting budgets - Negotiation - Intercultural development | <ul style="list-style-type: none"> - On the job training - Considerable education and experience as experience brought to job |
| TARIFFS DIVISION | <ul style="list-style-type: none"> - Recommend policy positions re: tariff issues - Provide advice and expertise to Minister - Participate in bilateral and trilateral negotiations and agreements - Provide expert advice and recommendations on agreements and arrangements - Impose rights, tariffs and fees - Ensure fairness and best advantage for Canada's trade sectors | <ul style="list-style-type: none"> - 1 Director - 22 Professionals | <ul style="list-style-type: none"> - No needs identified | <ul style="list-style-type: none"> - Current staff very experienced and knowledgeable |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--|--|--|
| INTERNATIONAL ECONOMIC TRADE RELATIONS DIVISION | <ul style="list-style-type: none"> - Provide expert advice on trade policy and foreign direct investment - Responsible for trade policy re: import policy and trade remedies - Significant involvement with negotiation/recommendations for various Acts - Provide policy and expert advice re: amendments to regulations - Evaluate intl. trade implications of domestic policies | <ul style="list-style-type: none"> - 1 Director - 14 Professional - 1 Posted abroad - Geneva (secondment) | <ul style="list-style-type: none"> - Negotiation - Communications - Technical law and trade | <ul style="list-style-type: none"> - Anticipate greater focus on investment related issues and negotiation - Staff possess considerable experience and knowledge - In-house training programs available on major issues - Foreign languages not priority |
| FISCAL POLICY AND ECONOMIC ANALYSIS BRANCH | | | | |
| FISCAL POLICY DIVISION | <ul style="list-style-type: none"> - Analyze and forecast revenues and expenditures of federal govt. - Study and monitor optimal levels of inflation, debt, etc. - Formulate fiscal plans, budgets and frameworks - Advise Minister on accounting policies - Involved with multilateral organizations - Posted officers represent Canada abroad - Prepare Canadian visits abroad - Coordinate Canada Review | <ul style="list-style-type: none"> - 1 Director - 22 Professionals - 5 Posted abroad | <ul style="list-style-type: none"> - Possible interest for posted officers, although they are hired with an initially high level of knowledge & expertise | <ul style="list-style-type: none"> - Postings abroad to be reduced from 5 to 3 |
| ECONOMIC STUDIES AND POLICY ANALYSIS DIVISION | <ul style="list-style-type: none"> - Research and analyze economic issues - Policy recommendation - Coordinate and interact with multilateral organizations re: exchange reports and info - Examine trade issues and agreements | <ul style="list-style-type: none"> - 1 Director - 18 Professionals - 1 Posted abroad to OECD | <ul style="list-style-type: none"> - No needs identified | <ul style="list-style-type: none"> - Expected to remain relatively stable - Key areas: knowledge & expertise in economics - Language/culture differences not seen as impediment |
| ECONOMIC ANALYSIS AND FORECASTING DIVISION | <ul style="list-style-type: none"> - Monitor Canadian economic development - Forecast Canadian economy - Forecast US economy - Policy Development | <ul style="list-style-type: none"> - 1 Professional | <ul style="list-style-type: none"> - No needs identified | <ul style="list-style-type: none"> - No major changes anticipated |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---------------------------------------|--|--|---|--|
| TAX POLICY BRANCH | | | | |
| TAX POLICY BRANCH | <ul style="list-style-type: none"> - Advisor to Minister, provide briefing material re: tax policy. - Monitor tax mechanisms and effects - Draft relevant legislation - Establish tax collection agreements - Negotiate tax treaties with other countries | - 3 Professionals | - No needs identified | - If necessary, receives assistance from trade missions or counsellors posted abroad |
| FINANCIAL SECTOR POLICY BRANCH | | | | |
| FINANCIAL MARKETS DIVISION | <ul style="list-style-type: none"> - Manage federal debt and exchange reserve - Advice on foreign currency - Communicate/Liaise with credit rating agency - Coordinate visits to/from foreign delegates - Maintain and develop investor relations abroad - Monitor and Report on intl. financial markets | <ul style="list-style-type: none"> - 1 Director - 14 Professionals | <ul style="list-style-type: none"> - Major financial markets such as USA, Europe & Japan - 1/2 day Issues & Protocol course on specific country - Communication or negotiation a possibility | - Amount of intl. work varies |
| FINANCIAL SECTOR POLICY DIVISION | <ul style="list-style-type: none"> - Policy development for Financial Sector - Find and develop opportunities for Canadian financial institutions to access foreign markets - Represents Canadian institution who has filed a complaint of the breach of an agreement - Maintain relations with regulatory agency contacts internationally | - 3 Professionals | - Negotiation | - Some negotiation/communications training has been done, but it was very general |

FISHERIES AND OCEANS

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|---|---|---|
| REGULATORY AND INTERNATIONAL AFFAIRS SECTOR | | | | |
| INTERNATIONAL DIRECTORATE - Pacific Rim and Trade Policy Division | <ul style="list-style-type: none"> - Protect Canada's intl. fisheries relations - Negotiate conservation and seafood with other countries - Develop and recommend policies for intl. treaties - Represent Canada's interest and policies at intl. organizations | <ul style="list-style-type: none"> - 1 Director - 10 Professionals - 1 Posted abroad - Brussels (secondment) | <ul style="list-style-type: none"> - Negotiation - Japanese language and intercultural development a possibility | <ul style="list-style-type: none"> - No major changes expected - Training currently undertaken as required (ie. negotiation skills, senior management report writing) |
| - Atlantic Division | <ul style="list-style-type: none"> - Coordinate and develop intl. fisheries relations re: conservation and migratory stocks management - Develop policies and negotiate bilateral and multilateral relations and agreements | <ul style="list-style-type: none"> - 1 Director - 12 Professionals | <ul style="list-style-type: none"> - Canadian foreign policy - Negotiation - Intl. economics | <ul style="list-style-type: none"> - Unable to estimate future needs at this time - Most staff have at least some experience when hired - Language training not required |
| INSPECTION DIRECTORATE - Divisional breakdown unavailable due to re-organization | <ul style="list-style-type: none"> - Manage/coordinate/plan National Inspection Program - Establish MOU re: offshore inspection | <ul style="list-style-type: none"> - 2 Professionals | <ul style="list-style-type: none"> - Negotiation | <ul style="list-style-type: none"> - Travel interests mainly USA, Mexico and Europe |
| SCIENCE SECTOR | | | | |
| INTERNATIONAL AFFAIRS DIVISION | <ul style="list-style-type: none"> - Promote Canadian trade through liaison with foreign customs offices - Negotiate/work toward simplifying barriers and regulations | <ul style="list-style-type: none"> - 2 Directors - 10 Professionals | <ul style="list-style-type: none"> - Language training - Negotiation - Intercultural effectiveness - Canadian foreign policy priorities | <ul style="list-style-type: none"> - "Ad hoc", on the job training, and development courses as required |

HEALTH CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--------------------|---|--|
| CHILDREN'S BUREAU | | | | |
| OPERATIONS DIVISION - International Affairs | <ul style="list-style-type: none"> - Activities range from providing representation abroad to monitoring the rights of children in the Americas to coordinating strategies with other countries - Respond to Canadian and intl. inquiries | - 4 Professionals | <ul style="list-style-type: none"> - Intercultural effectiveness - Negotiation - Foreign policy priorities - Intl. meetings | - On the job training, and development courses |
| HEALTH PROTECTION BRANCH | | | | |
| DRUGS DIRECTORATE - International Control and Licensing Division | <ul style="list-style-type: none"> - Narcotics control - Reports to intl. organizations such as Intl. Narcotics Control Board - Licensing pharmaceutical companies, monitoring drugs and companies | - 3 Professionals | <ul style="list-style-type: none"> - Preparatory training for intl. responsibilities - Negotiation - Spanish language training | - On the job training |
| ENVIRONMENTAL HEALTH DIRECTORATE | <ul style="list-style-type: none"> - Conduct research - Enforce regulations - Establish standards and guidelines | - 80 Professionals | <ul style="list-style-type: none"> - Language training - Negotiation - Intercultural effectiveness | - Informal training as required |
| HEALTH PROGRAMS AND SERVICES BRANCH | | | | |
| FOOD DIRECTORATE | <ul style="list-style-type: none"> - Involved with Food and Agriculture Organization in Rome - Implement technical aspect of NAFTA and World Trade organizations relating to food safety | - 4 Professionals | <ul style="list-style-type: none"> - Negotiation - Intl. economics - Spanish language training | - On the job training and some course work |
| HEALTH PROMOTION DIRECTORATE | <ul style="list-style-type: none"> - Oversee health promotion directives via program management, policy/program development and education - Establish partnerships with intl. organizations | 1 Professional | | - On the job training |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---------------------------------------|--|---|-------------------------------|---|
| POLICY AND CONSULTATION BRANCH | | | | |
| INTERNATIONAL AFFAIRS DIRECTORATE | <ul style="list-style-type: none"> - Manage corporate relations involving international functions for the DM or Minister - Assist other branches of Health Canada with international liaisons - Manage liaisons with WHO, PAHO - Health advisory role to OGD and foreign countries | - 17 Professionals | - Intercultural effectiveness | <ul style="list-style-type: none"> - On the job training - Potential need for greater insight into long-range trends and background information in emerging areas |
| GOVERNMENT RELATIONS BRANCH | | | | |
| INTERNATIONAL RELATIONS DIVISION | <ul style="list-style-type: none"> - Participate in UN meetings and other intl. organizations on Indigenous issues - Policy development - Advisor to INA directorates on international issues related to mandate | <ul style="list-style-type: none"> - 1 Director - 4 Professionals | - Intercultural relations | |

HUMAN RESOURCES DEVELOPMENT

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|-------------------|--|--|
| INCOME SECURITY SECTOR | | | | |
| INTERNATIONAL BENEFITS AND FOREIGN AFFAIRS - International Operations Division | - Negotiate, administer, and implement social security agreements with foreign countries - Receive and process claims for foreign pensions and for Canadians abroad - Exchange of information with foreign social security offices | - 7 Professionals | - Potential for general training for negotiation and related | - If language is determined to be a necessity on the job, a candidate with the language capability is hired, rather than training another person |

As a result of recent restructuring and program review, the international scope of Human Resources Development is seen as substantially increasing. However, many adjustments have not yet been made, and identifying potential CFSI clients/students is difficult at this time. Further research at a later date may better clarify and identify potential users.

INDIAN AND NORTHERN AFFAIRS

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|---|---|-------------------------------|
| POLICY AND STRATEGIC MANAGEMENT SECTOR | | | | |
| GOVERNMENT RELATIONS BRANCH - International Relations Division | <ul style="list-style-type: none"> - Involved with UN on indigenous issues - Interact/membership with intl. labour organizations - Negotiate/establish indigenous agreements and MOU's - Considerable interdepartmental communication | <ul style="list-style-type: none"> - 1 Director - 4 Professionals | <ul style="list-style-type: none"> - Communication | |

INDUSTRY CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|-----------------------------------|--|--|
| TOURISM BRANCH | | | | |
| MARKETING - ASIA/PACIFIC DIRECTORATE | - Market research, strategy development, and market assessment, to promote tourism in Canada to Asian/Pacific countries | - 1 Director - 6 Professionals | - Cultural development/communication a small possibility | - Felt no need for training; if expertise needed, foreign service officers assist |
| MARKETING - EUROPE DIRECTORATE | - Market research, strategy development, and market assessment, to promote tourism in Canada to European countries | - 1 Director - 8 Professionals | - Language training (German or Spanish) - General intl. development | - No strong requirements at this time |
| INDUSTRY AND SCIENCE POLICY SECTOR | | | | |
| INTERNATIONAL BUSINESS BRANCH - International Operations Division | - Coordinate strategic corporate functions and planning for government's international business - Prepare briefings, arrange ministerial visits, host foreign delegations - Provide advice and expertise on international issues to the other sector branches and geographic bureaus | - 1 Director - 8 Professionals | - Foreign language a possibility - "Refresher/Updater" type programs on various intl. topics - Foreign economic policy | - Division offers some intl.-related training to the Department |
| - Trade Policy Division | - Policy development - Negotiate/advise with international organizations, trade circles and agreements - Major focus is trade policy issues | - 1 Director - 9 Professionals | - Cultural awareness - Negotiation - Intl. policy | - Division has high level of expertise; courses would have to be advanced - Would like intensive, focused, and short training |
| - International Investment and Services Policy | - Establish/support Canada's position on intl. investment and/or service issues - Strongly involved with intl. activities - Negotiate bilateral/trilateral agreements | - 1 Director - 4 Professionals | - Foreign economic policy - Intercultural effectiveness | - Currently receive training from Department, but it is often too general or not internationally specialized |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|---|---|---|
| SPACE, MARINE AND DEFENCE BRANCH | | | | |
| AEROSPACE, DEFENSE AND SPACE DIRECTORATE | <ul style="list-style-type: none"> - Responsible for drafting the DFAIT business plan for intl. trade impacting aerospace, defense and space - Conduct missions with DFAIT - Monitor and assess international markets | - 25 Directors and Professionals combined | <ul style="list-style-type: none"> - Intercultural effectiveness - Identifying trade practices and negotiation practices - Obtaining basic background skills centring around the role of DFAIT and Trade Commissions | <ul style="list-style-type: none"> - Currently downsizing from 109 to 36 FTEs - On the job training - Limited use of formal training courses due to heavy interaction with DFAIT |
| CONSUMER AFFAIRS SECTOR | | | | |
| ECONOMICS AND INTERNATIONAL AFFAIRS BRANCH | <ul style="list-style-type: none"> - Enforce the Competition Act and encourage competitive forces domestically and abroad - Bilateral activities with USA, Mexico and European nations - Multilateral dealings with OECD - Provide technical trade advice to foreign countries | - 8 Professionals | <ul style="list-style-type: none"> - Foreign Language and cultural training - Negotiation - Canadian foreign policy priorities | - "Ad hoc" current training |
| SCIENCE PROMOTION AND ACADEMIC AFFAIRS BRANCH - Intl. Science and Technology Policy Directorate | <ul style="list-style-type: none"> - Intl. agreements - Intl. science and technology network development - Bilateral/multilateral science and technology relations - Multilateral science and technology rules development | <ul style="list-style-type: none"> - 5 Professionals - 5 Posted abroad | <ul style="list-style-type: none"> - Foreign languages - Negotiation - Intercultural effectiveness - Information technology skills | - On the job training, language training, development courses |
| SPECTRUM, INFORMATION TECHNOLOGIES AND TELECOMMUNICATIONS SECTOR | | | | |
| COMMUNICATIONS DEVELOPMENT BRANCH | <ul style="list-style-type: none"> - Promote Canadian business and industry through market development and intl. marketing support and business development - Business development with foreign groups - Intl. cooperation on technical research and development | <ul style="list-style-type: none"> - 4 Professionals - 1 Posting abroad - Paris | <ul style="list-style-type: none"> - Foreign language training (Asian) - Intercultural effectiveness - Specific market intelligence - Internet training | - On the job training; personal initiatives as university courses |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|---|---|---|
| TELECOMMUNICATIONS POLICY BRANCH - International Telecommunications Relations Directorate | <ul style="list-style-type: none"> - Promote global cooperation re: telecommunications standards - Develop telecommunications capabilities and infrastructure in developing countries - Market research and development - Policy development - Sponsor trade conventions | - 12 Directors and Professionals combined | <ul style="list-style-type: none"> - Intl. dispute resolution - Negotiation - Increased skills in promoting common understandings and supernational understanding - Spanish language training | - "Ad hoc" current training |
| ENVIRONMENTAL AFFAIRS BRANCH | | | | |
| ENVIRONMENTAL INDUSTRIES DIRECTORATE | <ul style="list-style-type: none"> - Participate in intl. trade missions and trade shows - Very involved with technology development and transfer - Market development and studies - Negotiate MOU's and establish alliances with foreign organizations | <ul style="list-style-type: none"> - 1 Director - 3 Professionals | <ul style="list-style-type: none"> - Foreign languages - Global issues | - Concerned about training for new staff following program review and restructuring |

Industry Canada is very dynamic at this time; many changes have taken place within sectors and branches. There are also many areas currently undergoing adjustment, which may affect some of the information provided.

JUSTICE DEPARTMENT

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|-------------------|--|--|
| CRIMINAL LAW BRANCH | | | | |
| CRIMES AGAINST HUMANITY AND WAR CRIMES SECTION | <ul style="list-style-type: none"> - Liaise with prosecutor's offices and foreign governmental agencies for the purpose of conducting investigations and pursuing civil proceedings - An operational group, not policy-oriented | - 8 Professionals | <ul style="list-style-type: none"> - Negotiation - Canadian foreign policy priorities - Intercultural effectiveness | <ul style="list-style-type: none"> - On the job training - Expects areas of work to shift to Africa, Yugoslavia, Latin and South America in future |
| CRIMINAL LAW SECTION - International Assistance Group | <ul style="list-style-type: none"> - Activities centre around extradition and obtaining criminal evidence - Intl. protocol, negotiation and foreign policy - An operational group, not policy-oriented - Negotiate treaties - Attend intl. conferences | - 5 Professionals | - No significant current requirements | - On the job training |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|--------------------|---|---|
| LEGAL SERVICES SECTOR | | | | |
| LEGAL SERVICES UNITS - 4 Units have international activities: DFAIT, CIA, IC, PWGSC | <ul style="list-style-type: none"> - Provide legal advice and support to the OGD's and their functions - Intl. activities are concentrated in units supporting DFAIT, CIA, IC and PWGSC | - 33 Professionals | <ul style="list-style-type: none"> - Intl. legal traditions - Protocol/intercultural effectiveness - General framework from an intercultural standpoint of other countries | - On the job training |
| PUBLIC LAW SECTOR | | | | |
| CONSTITUTIONAL AND INTERNATIONAL LAW SECTION | <ul style="list-style-type: none"> - Provide legal opinions and intl. litigation counsel - Provide logistical and protocol advice when intl. dignitaries visit Canada - Involved with intl. organizations and commissions | - 10 Professionals | <ul style="list-style-type: none"> - Canadian foreign policy priorities - Spanish language training - Intercultural effectiveness | - Future possibility that professionals will be sent abroad or increased travel. Likely will need training at that time |

NATIONAL DEFENCE

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--------------------------------|------------------------------------|--|
| ASSISTANT DEPUTY MINISTER (SUPPLY) | | | | |
| INTERNATIONAL AND INDUSTRY PROGRAMS | <ul style="list-style-type: none"> - Manage DND's program in materiel cooperation - Negotiate and administer multilateral agreements with NATO and allied nations regarding materiel cooperation - Provide export development support to defence industry - Work to improve access to foreign defence markets, and promote Canadian suppliers to markets abroad | - 30 Professional and Director | - Sensitivity on government system | - Seemed somewhat skeptical that CFSI would be able to relevantly apply its knowledge to non-DFAIT staff |
| VICE CHIEF OF THE DEFENCE STAFF | | | | |
| OPERATIONAL RESEARCH | <ul style="list-style-type: none"> - Very involved with intl. working groups and organizations to partner in research and exchange of information related to defence operations - Negotiate and implement operations research portion of defence agreements - Heavy gov't to gov't interaction | - 25 Professional and Director | - No needs identified | - Most training achieved through secondments and on the job training |
| MARITIME DEVELOPMENT | <ul style="list-style-type: none"> - Participate in negotiations with NATO and bilateral agreements with USA - Maintain relations with allied countries - Mandate oriented to defence cooperation with respect to maritime development | - 5 Professionals | - No needs identified | - Some in-house language training in place |

NATURAL RESOURCES CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--------------------|--|---|
| ENERGY SECTOR | | | | |
| OIL AND GAS BRANCH - International Natural Gas Division | <ul style="list-style-type: none"> - Provide energy trade technical expertise re: national and intl. markets - Negotiate/maintain commercial arrangements through NAFTA - Monitor US and European policy arenas to ensure fairness to Canadian gas | - 7 Professionals | - No needs identified | - Japan, Taiwan, Venezuela and Korea are developing markets which the division will become involved with Satisfied with current on the job, conferences, etc. |
| ENERGY POLICY BRANCH - International Energy Relations Division | <ul style="list-style-type: none"> - Explain and develop Canadian trade policies re: energy issues - Protecting and pursuing Canada's interests abroad - Represent Canada on bilateral/multilateral fronts - Negotiate - Advisor to Minister/Deputy Minister - Trade Promotion - Monitor intl. energy market | - 10 Professionals | <ul style="list-style-type: none"> - Negotiation - Intercultural effectiveness - Preparation for foreign delegations arriving in Canada - Etiquette/protocol | - On the job training |
| MINING SECTOR | | | | |
| MINERALS AND COMMODITIES BRANCH - International Mineral Relations Division | <ul style="list-style-type: none"> - Establishing and maintaining bilateral relations and agreements relating to the mineral sector - Trade promotion - Export management - Policy development - Networking with national and intl. organizations involved in the mining field | - 50 Professionals | - No needs identified | <ul style="list-style-type: none"> - Will undergo major restructuring in near future - On the job training; mentoring |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|---|--|---|
| CANADIAN FOREST SERVICE SECTOR | | | | |
| SCIENCE AND SUSTAINABLE DEVELOPMENT DIRECTORATE | <ul style="list-style-type: none"> - Trade-related issues - Promulgation of Canadian trade policy abroad - Foster the development of industry and export opportunities of forestry products - Product research - Involved in intl. organizations | - 10 Professionals | - Negotiation | |
| POLICY, ECONOMICS AND INTERNATIONAL AFFAIRS DIRECTORATE - International Affairs Division | <ul style="list-style-type: none"> - Intl. corporate policy development and issues management - Multilateral/Bilateral negotiation/policy and issues - Formulation of Forestry Canada's intl. policy on departmental priorities - Corporate liaison and relations on intl. issues - Monitors and analyses intl. institutions, events, and trends | <ul style="list-style-type: none"> - 1 Director - 4 Professionals | <ul style="list-style-type: none"> - Intl. economics - Canadian foreign policy - Other related topics | <ul style="list-style-type: none"> - Very little training undertaken due to heavy workload and staff reductions. - Very interested, but little time |

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|-----------------------------------|---------------------------------|--|
| CORPORATE SERVICES BRANCH | | | | |
| INDUSTRIAL AND CORPORATE SECURITY DIRECTORATE - International Industrial Security Division | <ul style="list-style-type: none"> - Negotiate bilateral MOU's to accompany intl. agreements - Guard secure information, ensure agreements are respected - Host foreign delegates - Participate in delegations abroad - Monitor foreign disclosure | - 4 Professionals | - Negotiation | - Division will amalgamate with Industrial Security Division. Expects there will be more "international" staff |
| PUBLIC RELATIONS AND PRINT CONTRACT SERVICES BRANCH | | | | |
| COMMUNICATIONS PLANNING, EXPOSITIONS AND SPECIAL EVENTS DIRECTORATE | <ul style="list-style-type: none"> - Research and Planning - Organize conferences, trade fairs, and special events - Assist OGD's to organize and attend - Liaise with OGD's in preparation for show - Exhibit design - Attend/assist with 50+ shows each intl. and domestic - Considerable intergovernmental communication | - 1 Director - 9 Professionals | - Intl. Relations - Protocol | - Currently receives guidance form DFAIT re: protocol, etc. |

Although in some cases an international activity was identified, several groups did not qualify for CFSI consideration at this time, as the estimated level of international activity of personnel was well below the required minimum of 50%.

REVENUE CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|---|---|--|
| CUSTOMS TRADE ADMINISTRATION BRANCH | | | | |
| ANTI-DUMPING AND COUNTERVAILING DIVISION | <ul style="list-style-type: none"> - Conduct investigations into international dumping of goods into Canada from subsidized foreign companies - Address complaints from Canadian industry re: unfair trading practices | <ul style="list-style-type: none"> - 64 Professionals - 4 Posted abroad | <ul style="list-style-type: none"> - Negotiation - Understanding intl. marketplaces - Accounting/legal methods | <ul style="list-style-type: none"> - On the job training, and development courses |
| TARIFF POLICY DIVISION - Tariff Policy and Nomenclature Development Section | <ul style="list-style-type: none"> - Design tariffs based on the Harmonized System Nomenclature - Dispute settlements - Represents Canada at World Custom Organization | <ul style="list-style-type: none"> - 6 Professionals | <ul style="list-style-type: none"> - Language training - Cultural training - Introduction to international dispute settlements | <ul style="list-style-type: none"> - On the job training |
| POLICY AND LEGISLATION BRANCH | | | | |
| INTERNATIONAL AFFAIRS DIVISION | <ul style="list-style-type: none"> - Promote Canadian trade through liaison with foreign customs offices - Negotiate/work toward simplifying barriers and regulations | <ul style="list-style-type: none"> - 2 Directors - 10 Professionals | <ul style="list-style-type: none"> - Language training - Negotiation - Intercultural effectiveness - Canadian foreign policy priorities | <ul style="list-style-type: none"> - "Ad hoc", on the job training, and development courses as required |
| VERIFICATION, ENFORCEMENT AND COMPLIANCE RESEARCH BRANCH | | | | |
| INTERNATIONAL TAX PROGRAMS DIRECTORATE | <ul style="list-style-type: none"> - Develop and refine tax programs and systems to ensure compliance of non-residents and intl. transactions - Policy guidance and assistance on intl. tax matters - Organize/present conferences, seminars, etc. on intl. issues - Work with OGD's to enhance competitiveness of Canadian businesses - Strategic planning, budgeting, research and technical support for intl. tax programs - Analyze impact of new intl. tax legislation | <ul style="list-style-type: none"> - 5 Directors - 55 Professionals | <ul style="list-style-type: none"> - No needs identified | |

SOLICITOR GENERAL

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|---|--|---|
| POLICY BRANCH | | | | |
| NATIONAL SECURITY DIRECTORATE - 1 division | <ul style="list-style-type: none"> - Advice to minister - Maintain communication with intl. contacts regarding counter-terrorism - Interdepartmental with DFAIT - Policy development | <ul style="list-style-type: none"> - 1 Director - 3 Professionals | - Intl. program on Intelligence Policy and Issues; ie: statutory mandates, conceptual discussions, legal framework, etc. | - Past programs are too focused on historical perspective, not operational/current. |
| POLICY PLANNING AND COORDINATION DIRECTORATE - External Relations Division | <ul style="list-style-type: none"> - Manage Department's involvement in conferences - Advisor to Minister - General process/policy development | <ul style="list-style-type: none"> - 1 Professional | - None as current resource is very experienced. | |

TRANSPORT CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|--|--|--|
| TRANSPORT CANADA AVIATION | | | | |
| INTERNATIONAL AVIATION | <ul style="list-style-type: none"> - Role of a "go-between" for manufacturers and operators - Convening expert panels on safety equipment | <ul style="list-style-type: none"> - 1 Director - 11 Professionals | <ul style="list-style-type: none"> - Intl. market development | <ul style="list-style-type: none"> - On the job training, development courses |
| PERSONNEL GROUP | | | | |
| STRATEGIC PLANNING AND INTERNATIONAL MARKETING | <ul style="list-style-type: none"> - Marketing for technical training programs for transportation businesses outside of Canada - Coordinate government to government business activities | <ul style="list-style-type: none"> - 1 Director - 4 Professionals | <ul style="list-style-type: none"> - Intercultural effectiveness - General intl. trends and priorities - Intl. legal issues | <ul style="list-style-type: none"> - On the job training, development courses |

VETERANS' AFFAIRS

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|----------------------------------|---|---|---|---|
| VETERANS' SERVICES BRANCH | | | | |
| BENEFITS DIVISION | <ul style="list-style-type: none"> - Manage postings abroad - Hire 30-35 summer students to go abroad and conduct guided tours of memorial grounds - Responsible for Intl. Battlefield Memorials, and a part of the Commonwealth War Graves Commission - Handle disputes over foreign pensions and claims | <ul style="list-style-type: none"> - 1 Director - 3 Professionals - 30-35 Students sent abroad May-Oct. - 3 Posted abroad | - Canadian benefits, rules and policies | - Students receive preparatory training and must have adequate educational/historical knowledge |
| CANADA REMEMBERS | | | | |
| CANADA REMEMBERS | <ul style="list-style-type: none"> - Ensures that Canadians are recognized for efforts in World War II, reminds people what was done, educates younger Canadians on how the war affected Canada - Organize annual pilgrimage - veterans are taken abroad to visit memorial sites - Responsible for organizing/coordinating ceremonies, pilgrimages, etc. internationally - Cooperate with Canadian and foreign officials - Develop promotion/marketing strategies for various events | <ul style="list-style-type: none"> - 5 Directors - 20 Professionals | - Protocol/Communication | - Have not had formal training |

WESTERN ECONOMIC DIVERSIFICATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|-------------------|-----------------------|---|
| ECONOMIC DEVELOPMENT AND STRATEGIC INITIATIVES | | | | |
| | <ul style="list-style-type: none"> - Conduct research into trade and development - International business development activities - Participate in/host missions - Provide export assistance and related training to western businesses - Assist new exporters to enter the global market | - 8 Professionals | - No needs identified | - More concerned with training for the exporters than staff at this time. |

SECTION 3 - OTHER FEDERAL ORGANIZATIONS
(Schedule I.1, II, III and Non-Classified)

SUMMARY OF RESULTS

Preliminary forecasts in March 1995 estimated 200 professionals and executives within Federal Agencies, Boards, Commissions, and Councils (excluding Canadian International Development Agency) which could be identified as potential students of the Canadian Foreign Service Institute (CFSI), on the basis of their responsibilities for Canada's international relations. This original estimation is well below the actual number of prospective students identified throughout this period of research.

This Section presents the results of telephone surveys to Schedule I.1, II, III, and Non-Classified federal organizations, such as the Canadian International Development Agency, the Atomic Energy Control Board, and Royal Canadian Mounted Police.

There are approximately 95 organizational units which, due to the extent of their international activities, can be considered prospective clients for CFSI's services. The number of potential students identified within the surveyed group amounts to 1,309.

This is not an absolute list of all potential clients; however, it is a very comprehensive representation, as a majority of the organizations with international perspective were included in the list of interviews.

**INDIVIDUALS ENGAGED IN INTERNATIONAL ACTIVITIES WITHIN
SELECTED FEDERAL GOVERNMENT ORGANIZATIONS
(Schedule I.1 Only)**

| SCHEDULE I.1 | PROFESSIONALS & EXECUTIVES |
|---|-------------------------------|
| Atlantic Canada Opportunities Agency | 9 |
| Canadian International Development Agency | 585 |
| Canadian Security Intelligence Service | waiting |
| Canadian Space Agency | 68 |
| Emergency Preparedness Canada | 3 |
| National Energy Board | 9 |
| National Film Board of Canada | 12 |
| National Library of Canada | 9 |
| Public Service Commission | 11 |
| Royal Canadian Mounted Police | 67 |
| TOTAL: | 773 |

**INDIVIDUALS ENGAGED IN INTERNATIONAL ACTIVITIES
WITHIN SELECTED FEDERAL ORGANIZATIONS
(Schedule II Only)**

| SCHEDULE II | PROFESSIONALS & EXECUTIVES |
|--|---|
| Atomic Energy Control Board | 34 |
| Canadian Polar Commission | 3 |
| National Round Table on the Environment and the Economy | 1 |
| National Sciences and Engineering Research Council of Canada | 2 |
| TOTAL: | 40 |

**INDIVIDUALS ENGAGED IN INTERNATIONAL ACTIVITIES
WITHIN SELECTED FEDERAL ORGANIZATIONS
(Schedule III Only)**

| SCHEDULE III | PROFESSIONALS & EXECUTIVES |
|---------------------------------------|---|
| Canada Post Corporation | 11 |
| Canadian Commercial Corporation | waiting |
| Canadian Dairy Commission | 3 |
| Export Development Corporation | 75 |
| Federal Business Development Bank | 3 |
| Freshwater Fish Marketing Corporation | 2 |
| Royal Canadian Mint | 13 |
| Vancouver Ports Corporation | 13 |
| TOTAL: | 120 |

**INDIVIDUALS ENGAGED IN INTERNATIONAL ACTIVITIES
 WITHIN SELECTED FEDERAL ORGANIZATIONS
 (Non-Classified Organizations)**

| NON-CLASSIFIED | PROFESSIONALS & EXECUTIVES |
|---|-------------------------------|
| Bank of Canada | 41 |
| Canadian Broadcasting Corporation | 145 |
| Canadian Environmental Assessment Agency | 1 |
| Canadian Grain Commission | 6 |
| Canadian International Grain Institute | 26 |
| International Development Research Centre | 93 |
| International Joint Commission | 3 |
| National Arts Centre Corporation | 2 |
| National Research Council of Canada | 6 |
| National Transportation Agency | 9 |
| Standards Council of Canada | 19 |
| Status of Women Canada | 5 |
| Telefilm Canada | 20 |
| TOTAL: | 376 |

SCHEDULE I.1

ATLANTIC CANADA OPPORTUNITIES AGENCY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|---|--|-------------------------------|
| REGIONAL PROGRAMMING AND DEVELOPMENT - Trade and Innovation Division | <ul style="list-style-type: none"> - Conduct market research into trade and export development - Provide export education and training to Atlantic Canada businesses - Strong interaction with DFAIT, IC, and the four Atlantic provinces - Provide funding to businesses in Atlantic Canada - Participate in trade shows and promote participation of Atlantic Canada companies | <ul style="list-style-type: none"> - 1 Director - 8 Professionals | <ul style="list-style-type: none"> - Training staff to better assist new exporters to prepare for exporting, obtain market intelligence, access information, etc. | |



CANADIAN INTERNATIONAL DEVELOPMENT AGENCY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|-----------------------------------|--|---|--------------------|-------------------------------|
| MULTILATERAL PROGRAMS BRANCH | <ul style="list-style-type: none"> - Establish multilateral assistance policies - Organizes Canadian participation in the international assistance network - Assistance can include: financial or humanitarian assistance, technical cooperation, and food aid | <ul style="list-style-type: none"> - 1 Vice President - 3 Directors General - 4 Directors - 29 Professionals | | |
| CANADIAN PARTNERSHIP BRANCH | <ul style="list-style-type: none"> - Partnership program with Canadian partners (ie: non-governmental organizations and institutions) to coordinate assistance efforts | <ul style="list-style-type: none"> - 1 Vice President - 4 Directors General - 15 Directors - 78 Professionals | | |
| AFRICA AND THE MIDDLE EAST BRANCH | <ul style="list-style-type: none"> - Support regional cooperation to foster democracy and entrepreneurship - Promote peace and security - Provide assistance through food aid, humanitarian projects, scholarships, etc. - Considerable interaction with foreign governments | <ul style="list-style-type: none"> - 1 Vice President - 6 Directors General - 8 Directors - 105 Professionals - 47 Posted abroad | | |
| AMERICAS BRANCH | <ul style="list-style-type: none"> - Strengthen democratization process - Work closely with DFAIT to develop trade and market access strategies - Provide assistance through food aid, humanitarian projects, scholarships, etc. - Considerable interaction with foreign governments | <ul style="list-style-type: none"> - 1 Vice President - 2 Directors General - 8 Directors - 58 Professionals | | |



| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------------------|---|---|--------------------|-------------------------------|
| ASIA BRANCH | <ul style="list-style-type: none"> - Establish program which will encourage relations between Canada and Asia - Assist with programs to resolve environmental problems - Provide assistance through food aid, humanitarian projects, scholarships, etc. - Considerable interaction with foreign governments | <ul style="list-style-type: none"> - 1 Vice President - 5 Directors General - 12 Directors - 90 Professionals | | |
| EUROPE BRANCH (New addition) | <ul style="list-style-type: none"> - Manage Canadian assistance to countries of Central and Eastern Europe and the former Soviet Union - Assistance aims to support transition to market-based economies, promote democratic development, and increase Canadian trade and investment links | <ul style="list-style-type: none"> - 1 Director General - 9 Directors - 33 Professionals | | |
| POLICY BRANCH | <ul style="list-style-type: none"> - Policy development activities to support the following six key priorities identified by CIDA: - Poverty alleviation - Structural adjustment - Increased participation of women - Food security - Energy availability | <ul style="list-style-type: none"> - 1 Vice President - 2 Directors General - 12 Directors - 48 Professionals | | |

Information on CIDA was obtained by means other than telephone interviewing at the request of the client. The above-listed branches represent those areas within CIDA most directly and actively involved in international activities and relations. However, CIDA's actual staff totals over 1,200; it is feasible to assume that due to CIDA's international mandate, the above figures represent the minimum potential students for CFSI.

CANADIAN SPACE AGENCY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|--|--|--|
| HUMAN SPACE FLIGHTS PROGRAM - Space Station Program | <ul style="list-style-type: none"> - Program in partnership with USA, Europe, Japan, and Russia - Extensive negotiation and discussion to bring Russia into the Space Station agreement - Heavy multilateral and bilateral negotiation and participation - Responsible for treaties/agreements related to Space Station Program | <ul style="list-style-type: none"> - 4 Directors - 48 Professionals | <ul style="list-style-type: none"> - Negotiation - Russian relations | <ul style="list-style-type: none"> - In-house training available |
| - Canadian Astronaut Program | <ul style="list-style-type: none"> - Organize and participate in space missions - Considerable research and development and experiments re: human space flight - Coordinate and participate in national campaigns to promote CSA to youths and the general public | <ul style="list-style-type: none"> - 1 Director General - 1 Director - 3 Professionals | <ul style="list-style-type: none"> - General international relations | <ul style="list-style-type: none"> - Some training is in place; though of a more technical nature |
| RESEARCH AND APPLICATIONS - Space Technology | <ul style="list-style-type: none"> - Develop new technologies for future systems and programs - High level of exchange of information and partnerships in scientific research - Involved with NASA, European Space Agency, and other foreign entities - Advise agency and government on space science and technology issues | <ul style="list-style-type: none"> - 1 Director General - 2 Directors - 5 Professionals | <ul style="list-style-type: none"> - No needs identified | <ul style="list-style-type: none"> - Most training is of a technical nature; the business aspect is handled by the Intl. Relations group. |

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|---|--|--|
| EXECUTIVE SECRETARIAT - International Relations | <ul style="list-style-type: none"> - Foster partnerships between CSA and other foreign space-related entities - Support Canadian Space Program, and Industry through expert advice, negotiation and participation in programs and organizations - Coordinate and propose alternative actions and strategy on intl. issues - Provide assistance/advice to programs on intl. issues | <ul style="list-style-type: none"> - 1 Director - 2 Professionals | <ul style="list-style-type: none"> - International relations - Intercultural effectiveness | <ul style="list-style-type: none"> - Staff bring considerable expertise to the job - Plans to increase intl. staff by 2 or 3 |

EMERGENCY PREPAREDNESS CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|----------------------------------|---|---|---|---|
| EMERGENCY PROGRAMS AND EXERCISES | <ul style="list-style-type: none"> - Coordinate and lead international seminars on emergency programs - 2 intl.-type emergencies: War emergency, and International emergency - Involved with civil peacekeeping, disaster relief and humanitarian aid - Represent Canada at intl. organizations - Conducting training sessions through NATO - Provide training in emergency preparedness (ie: legislation, organizational structure, nuclear safety, etc.) - Assist foreign countries in the development of emergency programs | <ul style="list-style-type: none"> - 1 Director - 2 Professionals | <ul style="list-style-type: none"> - Russian relations | <ul style="list-style-type: none"> - Does have a training college, though it is more a tactical-type training, as opposed to professional training. - No time for training! - Currently have experienced staff |

NATIONAL ENERGY BOARD

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|-------------------|-----------------------|-------------------------------|
| ECONOMICS BRANCH - Regulatory Economics Division | - Concerned with economic efficiency and new approaches to regulation of energy - Monitor activities in USA and abroad - Provide Canadian regulatory framework in an intl. economics context - Coordinate regulatory responsibilities of the Board | - 2 Professionals | - No needs identified | |
| - Economic and Energy Analysis Division | - Monitor intl. petroleum and oil markets - Production of energy report - Provide an intl. perspective of the energy markets | - 2 Professionals | - No needs identified | |
| ENERGY COMMODITIES - Gas Exports Division - Export Orders - Electric Power Division - Transportation and Oil Exports Division - Market Analysis and Export Division | - Responsible for sale of exports, monitoring and analyzing market conditions and development | - 5 Professionals | - No needs identified | |

NATIONAL FILM BOARD OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|-----------------------|---|---|---|---|
| INTERNATIONAL PROGRAM | <ul style="list-style-type: none"> - Sells television and non-theatrical products abroad - Attend intl. film festivals and special events - Arrange for representation of Canadian material at these events - Supply external affairs around the world with cassettes | <ul style="list-style-type: none"> - 5 Professionals - 5 Posted abroad - 2 Posted US | <ul style="list-style-type: none"> - Pre-sale, policy rights, and co-production - Developing markets - Negotiation | <ul style="list-style-type: none"> - Training requirements are currently being addressed; board is considering bringing in someone to develop programs - Offices in London, Paris, New York |

NATIONAL LIBRARY OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|-------------------------------------|---|---|--|---|
| NATIONAL AND INTERNATIONAL PROGRAMS | <ul style="list-style-type: none"> - Play a planning and coordinating role in strengthening the issue of standard - Exchange information with other national libraries through intl. organizations - Interact with foreign governments and institutions - Considerable interaction with DFAIT, CIDA, IDRC | <ul style="list-style-type: none"> - 1 Director General - 6 Professionals | <ul style="list-style-type: none"> - No needs identified | |
| INFORMATION TECHNOLOGY SERVICES | <ul style="list-style-type: none"> - Exchange of information with libraries and related associations worldwide - Provide a "web" site (information systems) for Intl. Federation Library Assoc. members - Work with ISO to develop standards - Play a leadership role in organizing intl. meetings and conferences - Provide training to others re: information technology | <ul style="list-style-type: none"> - 2 Professionals | <ul style="list-style-type: none"> - Communication and protocol | <ul style="list-style-type: none"> - Major programs in place for employees on "train the trainer" basis - On the job training |

PUBLIC SERVICE COMMISSION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|--|-----------------------|-------------------------------|
| EXECUTIVE PROGRAMS BRANCH - International Programs Directorate | <ul style="list-style-type: none"> - Coordinate efforts to improve level of Canadian representation and number of positions available at intl. organizations - Nominate Canadian people for competitions to positions - Provide and coordinate input from key government departments regarding positions and candidates - Maintain database of qualified Canadian professionals - Considerable interaction with DFAIT | <ul style="list-style-type: none"> - 1 Director - 10 Professionals | - No needs identified | |

The Public Service Commission (PSC) is almost exclusively a domestic Department. The above directorate is the only international-oriented group identified within the PSC.



ROYAL CANADIAN MOUNTED POLICE

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|---|---|---|
| IMMIGRATION, FEDERAL AND FOREIGN SERVICES DIRECTORATE - International Law Enforcement and INTERPOL | <ul style="list-style-type: none"> - Maintain database of intl. crimes, statistics, reporting, etc. - Considerable exchange of information and techniques with foreign policing authorities and organizations - Responsible for officers posted in embassies abroad in 19 countries - Division coordinates foreign posts and acts as liaison for agents abroad - Cooperates with local authorities around the world on police cases, issues, and crime - Foreign service officers posted abroad provide assistance to the local community, assist in intl. investigations, etc. | <ul style="list-style-type: none"> - 2 Directors - 32 Professionals - 30 Posted Abroad | <ul style="list-style-type: none"> - International protocol/diplomacy - Communication | <ul style="list-style-type: none"> - Considerable on the job training through rotations and assignments, particularly prior to a foreign assignment - Currently undergoing general training and development, but is interested in more specific programs, as identified |
| DRUG ENFORCEMENT DIRECTORATE - International Affairs Section | <ul style="list-style-type: none"> - Develop and maintain relationship with source transit countries on issues such as police cooperation, exchange of information, etc. - Provide assistance to other countries by providing equipment, or training, etc. - Host foreign police officials who visit for training and insight into Canadian procedures and technology - Participate in several international drug organizations - Monitor international political arena as it relates to activities | <ul style="list-style-type: none"> - 3 Professionals | <ul style="list-style-type: none"> - No needs identified | |

SCHEDULE II

ATOMIC ENERGY CONTROL BOARD

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|--|--|---|
| DIRECTORATE OF REACTOR REGULATION | <ul style="list-style-type: none"> - Responsible for regulation of power and research reactors and heavy water plants - Assessing qualifications of reactor operators | <ul style="list-style-type: none"> - 1 Director - 5 Professionals | - See Executive Secretariat | |
| DIRECTORATE OF FUEL CYCLE AND MATERIALS REGULATION | <ul style="list-style-type: none"> - Responsible for regulation of mines, mills, radioactive waste management facilities, etc. - Responsible for analytical lab facilities - Regulate transport packaging of radioactive material - Decommissioning of nuclear facilities | <ul style="list-style-type: none"> - 1 Director - 8 professionals | - See Executive Secretariat | |
| DIRECTORATE OF RESEARCH AND SAFEGUARDS | <ul style="list-style-type: none"> - Management of projects in regulatory research and support program - Considerable interaction with DFAIT - Administer bilateral nuclear cooperation agreements - Issue licenses for import and export of nuclear items - Implement agreement with IAEA for application of safeguards in Canada | <ul style="list-style-type: none"> - 1 Director - 11 Professionals | - See Executive Secretariat | |
| DIRECTORATE OF ANALYSIS AND ASSESSMENT | <ul style="list-style-type: none"> - Review and assess arguments submitted by domestic and foreign licensees | <ul style="list-style-type: none"> - 1 Director - 4 Professionals | - See Executive Secretariat | |
| EXECUTIVE SECRETARIAT - International Relations | <ul style="list-style-type: none"> - Coordination of international activities and relations of the AECB | <ul style="list-style-type: none"> - 2 Professionals | <ul style="list-style-type: none"> - Negotiation - Foreign policy priorities - Possible language training | <ul style="list-style-type: none"> - No formal training program at this time - Staff bring considerable expertise to the job. |

CANADIAN POLAR COMMISSION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---------------------------------|---|---|-----------------------|--|
| INTERNATIONAL AFFAIRS COMMITTEE | <ul style="list-style-type: none"> - Deals with foreign countries involved in arctic or antarctic relations and issues - Hosts conferences on foreign policy re: polar science and research - Responsible for appointing representatives who would deal with areas of polar research on intl. level - Keep abreast of scientific developments in intl. fora | <ul style="list-style-type: none"> - 1 Chairman - 1 Executive Officer - 1 Professional | - No needs identified | - Occasional training undertaken as required |

NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------|---|------------------|-----------------------|--|
| SECRETARIAT | <ul style="list-style-type: none"> - Involved with several intl. committees and organizations - Attend/organize intl. workshops - Canadian material and policy used by foreign countries as a model - Role of foreign policy task force for advancing sustainable development | - 1 Professional | - No needs identified | - Intl. activities represent only about 10% of mandate |

NATIONAL SCIENCES AND ENGINEERING RESEARCH COUNCIL OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------------------------|--|--|--|--|
| POLICY AND INTERNATIONAL RELATIONS | <ul style="list-style-type: none"> - Develop program activities to promote and support links with researchers in foreign countries - Liaison on policy information gathering intelligence activities - Maintain intl. network of contacts with foreign officials and with science counsellors in embassies - Promote joint research abroad - Provide access to foreign facilities data and expertise - Promote Canadian research - Serve as contact point for foreign agencies of research - Heavy intergovernmental interaction - Coordinate foreign visits/organize briefings for missions abroad | <ul style="list-style-type: none"> - 1 Director - 1 Professional | <ul style="list-style-type: none"> - Foreign languages - General training on intl. policy affairs - Briefings or refreshers on intl. organizations or foreign countries - Negotiation - Intercultural relations and awareness | <ul style="list-style-type: none"> - Very interested in CFSI - Recent restructuring reduced division from 9 to 3 persons - Future needs/considerations very uncertain |

SCHEDULE III

CANADA POST CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|--|---|--|
| INTERNATIONAL BUSINESS MANAGEMENT - International Marketing | <ul style="list-style-type: none"> - Responsible for the marketing of Canada Post products and services worldwide - Negotiate and oversee sales agreements with foreign countries - Mandated to offer services to commercial and consumer business areas | <ul style="list-style-type: none"> - 1 Director - 43 Professionals | <ul style="list-style-type: none"> - Further intl. marketing/business programs - Trade/export development | <ul style="list-style-type: none"> - Recent re-organization created this division to shift emphasis from "operating-oriented" business to "marketing-oriented" - Current training in basic intl. marketing |
| - International Business Relations | <ul style="list-style-type: none"> - Responsible for interface with United Postal Union - Involved with intl. organizations such as Commonwealth Postal Administration, the IPC and have joint-ventures with other partners in GEDW. - They oversee the import/export business of CPC - Responsible for networking and generating contacts for their consulting group CPSML. | <ul style="list-style-type: none"> - 1 Director - 2 Officers | <ul style="list-style-type: none"> - Lobbying/ intl. negotiation skills - Financial analysis - Intercultural effectiveness (CPSML) | <ul style="list-style-type: none"> - The Learning Institute at Queens University is available for in house training ie: Human Resources Development - Expressed interest in services offered by CFSI. - Unsure of future needs due to ongoing restructuring at CPC. |
| - International Finance | <ul style="list-style-type: none"> - Responsible for data integrity and financial analysis of intl. business activities | <ul style="list-style-type: none"> - 1 Director - 3 Professionals | <ul style="list-style-type: none"> - Negotiation - Leadership skills | |

CANADIAN DAIRY COMMISSION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--------------------------------------|--|--------------|-----------------------|-------------------------------|
| INTERNATIONAL AND DOMESTIC MARKETING | <ul style="list-style-type: none"> - Implement federal dairy policy - Provide export assistance - Advisor to Minister of Agriculture and Agri-Food Canada - Represent Canada at intl. organizations - Government to government communication to improve access to foreign markets | - 1 Director | - No needs identified | - On the job training |

EXPORT DEVELOPMENT CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--------------------|---|--|
| OPERATIONS SERVICES - International Relations Department | <ul style="list-style-type: none"> - Provide Canadian exporters with insurance and finance services to help them be competitive in the global export market - Are a Canada's official export credit agency, providing credit services on an international level - Help promote and develop exports in Canada - Provide foreign buyers with export financing to enable them to invest in Canadian goods and services | - 75 Professionals | <ul style="list-style-type: none"> - Negotiation - Briefing on foreign business environments - Bank analysis in foreign countries - Cross-cultural issue/sensitivity training | <ul style="list-style-type: none"> - In-house technical and financial skills development and language training - Offer tuition reimbursement program to their staff - Work closely with DFAIT |

Total staff for the Export Development Corporation (EDC) is approximately 200. The individuals interviewed were unable to provide specific breakdowns, thus the above figure of 75 is an estimation only. Although the EDC's focus is international, it is still difficult to estimate actual international involvement, as many staff work only with the Canadian companies, and thus have very little direct international activity.

FEDERAL BUSINESS DEVELOPMENT BANK

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---------------------|---|---|---|---|
| MANAGEMENT SERVICES | <ul style="list-style-type: none"> - Provide training in the creation and development of programs similar to those in Canada for other business development banks. - Involved as an executing agency in Jamaica and Romania - They will train in foreign countries or host foreigners here for training on banking practices and procedures. | <ul style="list-style-type: none"> - 1 Assistant Vice President - 1 Director - 1 Posted Abroad (Romania) | <ul style="list-style-type: none"> - Intercultural effectiveness - Foreign language | <ul style="list-style-type: none"> - Have in-house technical training - Limited experience on the intl. scene (4-5 yrs) - Involvement with WB, DFAIT, CIDA |

FRESHWATER FISH MARKETING CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------|--|--|---|---|
| MARKETING | <ul style="list-style-type: none">- Market Canadian freshwater fish to international markets- Marketing focus on Far East- Work to improve market access for Canadian industry | <ul style="list-style-type: none">- 1 Vice President of Marketing- 1 Professional | <ul style="list-style-type: none">- No needs identified | <ul style="list-style-type: none">- Most people learn on the job, or bring experience to the job- Future needs uncertain |

ROYAL CANADIAN MINT

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------|--|---|--|---|
| COMMUNICATION | <ul style="list-style-type: none"> - Responsible for marketing programs for numismatic (collectors) coins | <ul style="list-style-type: none"> - 3 Professionals - 3 Posted abroad - 1 Posted US | <ul style="list-style-type: none"> - Negotiation - Foreign language (Chinese priority) - Foreign policy priorities - Intl. economics and global issues - Chinese/Asian market information | <ul style="list-style-type: none"> - Identified need for increased effectiveness and efficiency re: intl. business practices on a global scale - Want to launch a global gold program and are in need of business planning and strategy development |
| SALES DEPARTMENT | <ul style="list-style-type: none"> - Sale of gold maple leaves, numismatic coins abroad - Bidding for contracts from other countries to use Canadian refinery services - Bidding for contracts for production and circulation of coins from foreign mints | <ul style="list-style-type: none"> - 6 Professionals | <ul style="list-style-type: none"> - Foreign languages | <ul style="list-style-type: none"> - Some current training undertaken in Chinese and German languages |

VANCOUVER PORTS CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|-------------------|--|---|---|---|
| TRADE DEVELOPMENT | <ul style="list-style-type: none"> - Facilitate shipping into and out of the Port of Vancouver - Office in China promotes the Vancouver Ports Corporation to encourage the receipt of Chinese imports through the Port - Agents abroad promote cargo trade development through the Port | <ul style="list-style-type: none"> - 1 Director - 2 Professionals - 10 Posted abroad | <ul style="list-style-type: none"> - Negotiation, particularly with Asia, South America and Europe - Foreign language training: Japanese, Korean, Spanish | <ul style="list-style-type: none"> - Currently involved in management and leadership training - Currently examining training options and alternatives due to recent restructuring |

NON-CLASSIFIED ORGANIZATIONS

BANK OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|--|------------------------------------|---|--|
| INTERNATIONAL RELATIONS BRANCH - Foreign Exchange Division - Research and Analysis Division - Debt and Development Division - Forecasting Foreign Currency Division - Special Studies Division | - Involved with intl. organizations - Primary activities related to studying, monitoring and forecasting monetary policy and intl. exchange rates - Maintain the value of Canadian currency in foreign markets - Promote commercial well-being of Canada abroad - Market research and information on foreign economies vs. Canadian economy - Host occasional foreign visitor | - 1 Director - 40 Professionals | - No specific needs identified, but interested in CFSI overview | - Have in-house language training (French) - Staff bring considerable experience to the job - They provide specialized training via economic educational seminar programs to staff |

CANADIAN BROADCASTING CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------------------------|--|---|---|---|
| FOREIGN AFFAIRS AND MEDIA SERVICES | <ul style="list-style-type: none"> - Track relations between broadcasters around the world - Considerable networking with foreign correspondents, broadcasters, embassies, officials, etc. - Act as liaison for the foreign high commissions and embassies in Canada - Coordinate meetings and provide documentation between broadcasters - Provide some training for agencies and journalists abroad | <ul style="list-style-type: none"> - 1 Executive Director - 1 Director General - 3 Directors - 50 Posted Abroad (London) - 40 Posted Abroad (Paris) - 50 Posted Abroad (New York and Washington combined) | <ul style="list-style-type: none"> - Intercultural effectiveness and relations a major priority - Foreign languages | <ul style="list-style-type: none"> - Concerned with aging workforce, and how new, younger employees will obtain training and experience - Major budget cuts and restructuring expected in near future - Offices in London, Paris, New York, Washington |

The Canadian Broadcasting Corporation will undergo considerable restructuring in the near future, which may affect information provided.

CANADIAN ENVIRONMENTAL ASSESSMENT AGENCY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--------------------|---|----------------------|--|---|
| POLICY AND PROCESS | <ul style="list-style-type: none"> - Providing and coordinating intl. activities to study the effects of environmental assessment - Involved with 8 or 9 partner committees abroad - Involved with several intl. committees - Involved with AEPS and providing support of the environmental assessment led by Finland - Provide advice and support on environmental assessment agreements - Participate in/host delegations | - 1 Director General | <ul style="list-style-type: none"> - Intercultural relations - Negotiation - Possible language training | <ul style="list-style-type: none"> - No formal training, very "ad-hoc" - Currently undergoing restructuring |

Despite the Agency's considerable involvement in international activities, few staff are engaged in these activities 50% or more of their time, and thus did not qualify for consideration at this time.

CANADIAN GRAIN COMMISSION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|----------------------------------|---|--|-----------------------|---|
| INTERNATIONAL GRAIN CONSULTATION | <ul style="list-style-type: none"> - Responsible for the commercial services of the Commission - Work with intl. organizations such as World Bank, EBRD - Market the services and expertise of the Commission abroad | <ul style="list-style-type: none"> - 1 Executive Manager - 5 Professionals | - No needs identified | <ul style="list-style-type: none"> - The 5 professionals travel internationally to provide expertise, assistance, and training to clients abroad - Currently provide briefings and mentor training to staff travelling abroad (as required) |

CANADIAN INTERNATIONAL GRAINS INSTITUTE

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--------------------|--|--------------------|---|---|
| OVERALL OPERATIONS | <ul style="list-style-type: none"> - Host foreign visits and discuss/train Canadian methods and information - Act as main liaison into the grain industry for Canada - Intl. networking on behalf of Canadian grain industry - Role of educator to industry and market development - Considerable interdepartmental liaison with Agri-Can, Canadian Wheat Board, etc. | - 26 Professionals | - Information on open government policy | <ul style="list-style-type: none"> - Currently use on the job training - Technical training on-site |

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|--|-----------------------|--|
| ENVIRONMENT AND NATURAL RESOURCES DIVISION | <ul style="list-style-type: none"> - Manages and coordinates projects and programs related to environment and natural resources - Gov't. to gov't interaction | <ul style="list-style-type: none"> - 1 Director General - 15 Professionals | - No needs identified | <ul style="list-style-type: none"> - No specific training program in place - Staff highly educated, with considerable field experience |
| SOCIAL SCIENCES DIVISION | <ul style="list-style-type: none"> - Manages and coordinates projects and programs related to social sciences and macroeconomic policy - Gov't to gov't interaction | <ul style="list-style-type: none"> - 1 Director General - 9 Professionals | - No needs identified | <ul style="list-style-type: none"> - No specific training program in place - Staff highly educated, with considerable field experience |
| HEALTH SCIENCES DIVISION | <ul style="list-style-type: none"> - Manages and coordinates projects and programs related to health sciences - Gov't to gov't interaction | <ul style="list-style-type: none"> - 1 Director General - 9 Professionals | - No needs identified | <ul style="list-style-type: none"> - No specific training program in place - Staff highly educated with considerable field experience |
| INFORMATION SCIENCES AND SYSTEMS DIVISION | <ul style="list-style-type: none"> - Manages and coordinates projects and programs related to information science and systems - Gov't to gov't interaction | <ul style="list-style-type: none"> - 1 Director General - 8 Professionals | - No needs identified | <ul style="list-style-type: none"> - No specific training program in place - Staff highly educated, with considerable field experience |
| CORPORATE AFFAIRS | <ul style="list-style-type: none"> - Manages and coordinates projects and programs in partnerships, and management practices - Gov't to gov't interaction - Matches Canadian researchers with researchers in a foreign country | <ul style="list-style-type: none"> - 1 Director General - 7 Professionals | - No needs identified | <ul style="list-style-type: none"> - No specific training program in place - Staff highly educated, with considerable field experience |
| FOREIGN OFFICES | <ul style="list-style-type: none"> - The IDRC has 7 offices abroad who assist with the projects and ongoing activities. - Provide liaison with foreign government | - 40 Posted abroad | | <ul style="list-style-type: none"> - Foreign offices in Singapore, New Delhi, South Africa, Nairobi, Cairo, Senegal, and Uruguay |

INTERNATIONAL JOINT COMMISSION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------|---|--|--|--|
| | <ul style="list-style-type: none">- Responsible for the fulfillment, monitoring, and maintaining of the air and air quality, and the boundary waters between Canada and US- Oversee the building of dams | <ul style="list-style-type: none">- 3 Commissioners from Canada, 3 from US | <ul style="list-style-type: none">- No needs identified at this time | <ul style="list-style-type: none">- May be interested in seeing what CFSI has to offer- Currently has access to language training if required |

NATIONAL ARTS CENTRE CORPORATION

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|------------------|---|--|-----------------------|---|
| PROGRAMMING | <ul style="list-style-type: none"> - Co-ordinator of the orchestra's intl. tours - Responsible for bringing intl. dance companies and programs to Canada - Co-ordinator of Canadian dance programs, companies on the foreign dance scene - Responsible for promotion of Canadian artistry, artists, compositions, music, and dance in markets abroad - Create touring opportunities in foreign markets by hosting foreign dance companies/performances here - Interact with DFAIT | <ul style="list-style-type: none"> - 1 Director - 1 Professional | - No needs identified | <ul style="list-style-type: none"> - Staff receive hands-on experience - Small portion only of intl. activities |

NATIONAL RESEARCH COUNCIL OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|---|---|--|--|
| CORPORATE FUNCTIONS - International Affairs | <ul style="list-style-type: none"> - Mandate is to perform, assist, and promote S&T research in Canada - Coordinate and negotiate research exchange programs with foreign countries for Canadians going abroad - Host guest workers from abroad at NRCC - Exchange information on S&T with foreign researchers - Interact with DFAIT | <ul style="list-style-type: none"> - 1 Director - 5 Professionals | <ul style="list-style-type: none"> - Intl. business relations | <ul style="list-style-type: none"> - No current need for training due to domestic nature of their mandate |

NATIONAL TRANSPORTATION AGENCY

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|--|--|-------------------|--|-------------------------------|
| AIR AND ACCESSIBLE TRANSPORTATION BRANCH | <ul style="list-style-type: none"> - Negotiate and participate in bilateral air transportation agreements - Offer intl. agreement services - Participate in intl. forums/conferences etc. - Implement standards, recommend practices for improved operations at intl. airports - Considerable intergovernmental liaison with Revenue Canada, Health Canada, Transport Canada - Issue domestic and foreign licenses - Resolve disputes between carriers - Act as a tribunal to regulate air carriage between Canada and foreign countries | - 9 Professionals | - Possible interest in global issues and conducting intl. business, but not a priority | |


STANDARDS COUNCIL OF CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---------------------------|--|---|---|--|
| EXTERNAL RELATIONS BRANCH | <ul style="list-style-type: none"> - Represents Canada on major international organizations (ISO, IEC) - Take part in committees to write and develop international standards - Write supporting documents in reference to Canadian position on standards - Authority to assess and accredit organizations | <ul style="list-style-type: none"> - 1 Director | <ul style="list-style-type: none"> - Intercultural effectiveness - Foreign language training | |
| STANDARDIZATION BRANCH | <ul style="list-style-type: none"> - Standards development - Participate in intl. organizations/meetings related to standards development - Represent Canada's position on intl. standards, to facilitate the export of goods and services - Accredit Canadian delegates to take part in intl. committees - Negotiate mutual recognition agreement with intl. organizations and foreign governments | <ul style="list-style-type: none"> - 1 Director General - 8 Professionals | <ul style="list-style-type: none"> - Marketing/Business planning skills - Government policies and activities related to standards and regulations - Global perspective of standards policy position - Intl. coordination between domestic and intl. trade agendas in Canada | <ul style="list-style-type: none"> - Currently offer in-house training of a technical matter - Interested in opportunities to better the skills of staff |
| STANDARDS DIVISION | <ul style="list-style-type: none"> - Represent Canada in intl. organizations - Develop and write standards for Canada, represent these internationally - Send delegates of Canadian Advisory Committee to participate in intl. activities - Provide technical expertise for policy development - Considerable interaction with DFAIT | <ul style="list-style-type: none"> - 1 Director - 2 Managers - 6 Professionals | <ul style="list-style-type: none"> - Spanish language training - Negotiation - Briefing on policy formation - How market globalization affects standards development | |

STATUS OF WOMEN CANADA

| OPERATIONAL UNIT | ACTIVITIES | STAFF | TRAINING INTERESTS | CURRENT TRAINING AND COMMENTS |
|---|---|--|--|--|
| EXTERNAL RELATIONS AND COMMUNICATIONS DIRECTORATE | <ul style="list-style-type: none"> - Canada has a very active voice internationally on issues such as violence against women. - Mandate is to advance equality of women in all spheres of society. - Role of communicator and leader in intl. organizations such as OECD, Commonwealth, SIM. | <ul style="list-style-type: none"> - 1 Director - 4 Officers | <ul style="list-style-type: none"> - Negotiation - Human Rights session if offered | <ul style="list-style-type: none"> - Staff bring experience to the job and receive on the job training. - Unsure of specific needs in the future as they are currently undergoing reorganizational changes |

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