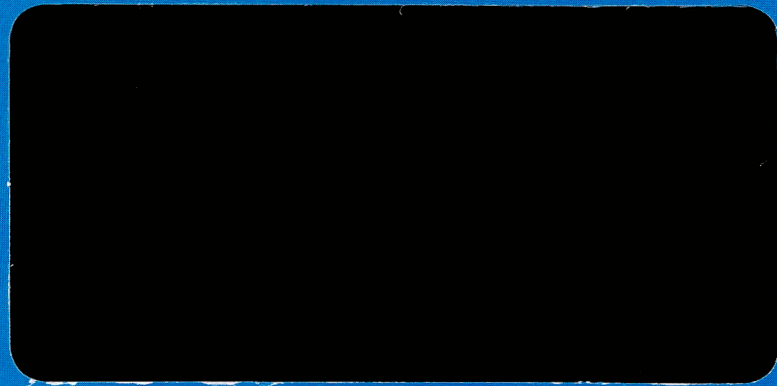


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## About the Illustrations

### The Westcoasters

(Bottom)

The Indians who now live along the west coast of Canada are direct descendants of skillful mariners who navigated the open ocean of the North Pacific in hand-hewn cedar canoes long before the arrival of the European. To attain their livelihood these people daily braved the perils of an area frequently referred to as the "Graveyard of the Pacific." The "Westcoasters" is a graphic visual tribute to the courageous and indomitable spirit of the west coast people.

### Creation

(Middle)

To use the artist's words "... meaningful traditions are governed by the works of the Creator, and are believed to be sacred. It is from nature that the Native peoples adopt symbolism." Thus the "Creation" became the first of his Iroquois paintings. It is a work that portrays in physical symbols a vision of ancient Iroquoian spiritual concepts: the Turtle Island — the Earth, the Great Tree of Peace — Brotherhood and Unity, the Guardian Eagle — the Creator's watch-care, and the Sun — our Elder Brother.

### The Goose and the Mink

(Top right)

The Northern Goose and Mink serve as a vivid portrayal symbolizing the unending and universal struggle between good and evil, the forces of life and death. In both the animate and the inanimate creation — in the prey and in its predator and in the variations between the lightened and the darkened suns — we see an emphasis on the continuing conflict between these forces and the pathway of division between them.

## and the Artists ...

### Roy Henry Vickers

Roy Vickers is a Coast Tsimshian who spent his early youth at Kitkatla, an ancient Indian village on an Island at the mouth of the Skeena River, British Columbia. Later his family settled in the Victoria area. While there, in art classes at school he was unable to relate to the European painters and the "great masters" and turned instead to the art of his Tsimshian heritage; it was here that he found himself.

It wasn't long before his artwork showed considerable promise and he was admitted to the Gitanmax School of Northwest Coast Indian Art at Ksan in Hazelton, B.C. In two years of intense study at Gitanmax, Roy matured into a highly skilled artist with a marked ability to sensitively blend traditionalist and contemporary forms. (Roy's other talents include University lecturing and television acting.) His carvings and paintings may be found in major public and private collections in Canada, the United States and Japan.

### Arnold Jacobs

Arnold Jacobs is a Six Nations' Iroquois artist who is emerging as a visual interpreter and historian of the rich culture of his people. After studying in the Special Arts Program at Toronto's Central Technical School, Arnold went on to develop his distinctive techniques through thirteen years of experience in the commercial arts field. His works have brought him international recognition.

Central to Arnold's creative expression are symbols of the earth and sky — such as the waters, the four winds, thunder and the sun. For him these supporters of life are also spiritual forces that should inspire within us true thankfulness to the Creator.

### Jackson Beardy

Jackson Beardy was born as the fifth son of a family of 13 in the isolated Indian community of Island Lake, about 600 kilometres north of Winnipeg, Manitoba. Deprived of his home and language at the age of 7, he spent 12 disorienting and traumatic years in residential school life. Thus Jackson's early manhood found him in the struggle to reconcile the two worlds of white and Indian society. It was at this time that he returned north in a quest to again learn the ways and teachings of his people.

Later, unrecognized and being unaware of any other Indian artists in Canada, he began to pioneer his own art form — one portraying traditional legends and nature in uniquely colourful, creative and symbolic images. In time his paintings have found their place in established collections throughout North America and Europe. His recent death in December of 1984 was lamented as a great loss to Canada.



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**Evaluation Directorate  
Indian and Northern Affairs  
July 1990**

**Appendices  
Training Needs Analysis for  
the Economic Development Sector**

**Prepared by:**

**Daniel J. Caron  
Senior Evaluation Manager  
and  
Michel Blais  
Community Economic  
Development**

**Assisted by:**

**Peter Low**

**Layout by:  
Sonia Vaillancourt**

**APPENDIX I**

**RESULTS FOR PHASE I**

## RECOMMENDATIONS:

Recommendations fall into three sectors:

1. Training
2. Rewards
3. Organization Development

It should be reiterated how important it is for the Department to act in all areas, not only to offer training.

### 1. TRAINING

- 1.1 It is recommended that a clear definition of the role of the CEDO Advisor be agreed upon by all parties.
- 1.2 It is recommended that the primary focus of training offered to CEDO Advisors be in the area of facilitating and advising skills.
- 1.3 It is recommended that training be provided in the following areas:
  - a) listening skills
  - b) Evaluation and assessment process and techniques
  - c) Community economic development theories
  - d) Computer technology
  - e) Training for trainers
  - f) Presentation skills
  - g) Skills for directing effective meetings
  - h) Report writing
  - i) Negotiation skills
  - j) Facilitation process and techniques
  - k) Consensus building process and skills
  - l) Cross-cultural awareness and knowledge of native traditions and spirituality
  - m) Networking techniques
  - n) Conflict management and resolution techniques
  - o) Problem solving methods
  - p) Board of Directors training
- 1.4 It is recommended that individual training requirements be assessed and that individual training plans be defined for all officers.

- 1.5 It is recommended that existing training and development programs be adapted to reflect the changes brought about by CAEDS.
- 1.6 It is recommended that regional/national directors be trained in the skills required to play a more proactive role in team development and as managers of human resources.

2. **REWARDS:**

- 2.1 It is recommended that the position of Economic Development Officer be renamed CEDO Advisor.
- 2.2 It is recommended that a CEDO Advisor Accreditation Program be developed to recognize fully the successful acquisition of the required skill set and knowledge base.
- 2.3 It is recommended that performance standards be modified to reflect the new role and expectations of the job.

3. **ORGANIZATION DEVELOPMENT:**

- 3.1 It is recommended that Economic Development Officers be given the assistance required to bridge the gap between the old and the new role under CAEDS.
- 3.2 It is recommended that alternate employment opportunities be made available to the individuals unwilling or unable to make the change.
- 3.3 It is recommended that strategic human resources planning promote job rotation, secondments and cross assignments.
- 3.4 It is recommended that INAC take the lead role in establishing formal structures for managing the relationship with CAEDS partner departments in every region in order that the specific particularities of the regional environment be appropriately addressed.
- 3.5 It is recommended that ECDEV develop and maintain a formal system of data bases both manual and electronic that can be accessed by all officers wherever they may be used.

- 3.6 It is recommended that CEDO Advisors be provided with clear instructions concerning their responsibility vis-à-vis the environmental impact of Indian projects and their accountability for it under CAEDS.
- 3.7 It is recommended that headquarters staff recognize and promote the capabilities of the regions to define and meet their own needs, that they provide support when required and that they encourage exchange of information.



**APPENDIX II**  
**QUESTIONNAIRE**

**QUESTIONNAIRE**

The purpose of this questionnaire is to plan and prioritize staff training in the Economic Development Sector in light of implementation of CAEDS and the changes in roles and responsibilities of regional and headquarters staff.

**Note:** to be filled by all management (senior and intermediate) and officer level staff.

**QUESTION 1**

Within each of the 4 categories of training (see Annex B page 3), prioritize your training areas from left (high) to right (low).

e.g. for category III my prioritization could be: K J I L

**EXAMPLE**

I - Analyzing	C	D	B	A
II- Presenting	F	H	E	G
III- Facilitating	K	J	I	L
IV- Solving Problems	N	P	M	O

**ANSWER**

I - Analyzing				
II - Presenting				
III - Facilitating				
IV - Solving Problems				

**QUESTION 2**

Using the following table, prioritize the categories of training from 1 (high priority) to 4 (low priority). Insert numbers in boxes.

**EXAMPLE**

	Priority
I Analyzing	3
II Presenting	4
III Facilitating	1
IV Solving Problems	2

**ANSWER**

	Priority
I Analyzing	
II Presenting	
III Facilitating	
IV Solving Problems	

**QUESTION 3**

Using the Definitions of Training Areas identify by letter your four (4) most important of the 16 training areas from left to right starting with the most important:

Example:

H	K	O	P
---	---	---	---

Answer:

--	--	--	--

**QUESTION 4**

Using the Definitions of Training Areas identify by letter your four (4) least important of the 16 training areas from left to right starting with the least important.

Example:

B	F	K	M
---	---	---	---

Answer

--	--	--	--

Other suggestions/comments:

\*REGION

NAME

GROUP

LEVEL

MANAGEMENT Y/N

**\*Reasons for identification**

- Knowledge of regional and headquarters prioritization
- Knowledge of specific groups training priorities
- Knowledge of staff and management training priorities
- Prepare list of participants for training
- Training priorities in PREA's
- Etc.

**APPENDIX III**  
**DETAILED RESULTS FOR CANADA**

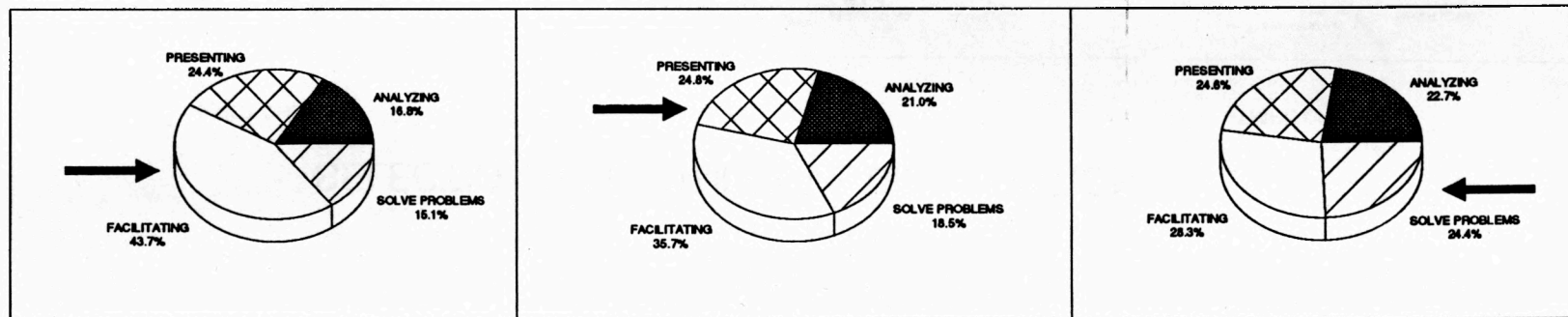
# PRIORIZATION OF TRAINING CATEGORIES FOR CANADA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

ANALYZING	...	16.8%	21.0%	22.7%
PRESENTING	...	24.4%	24.8%	24.6%
FACILITATING	...	43.7%	35.7%	28.3%
SOLVING PROBLEMS	...	15.1%	18.5%	24.4%

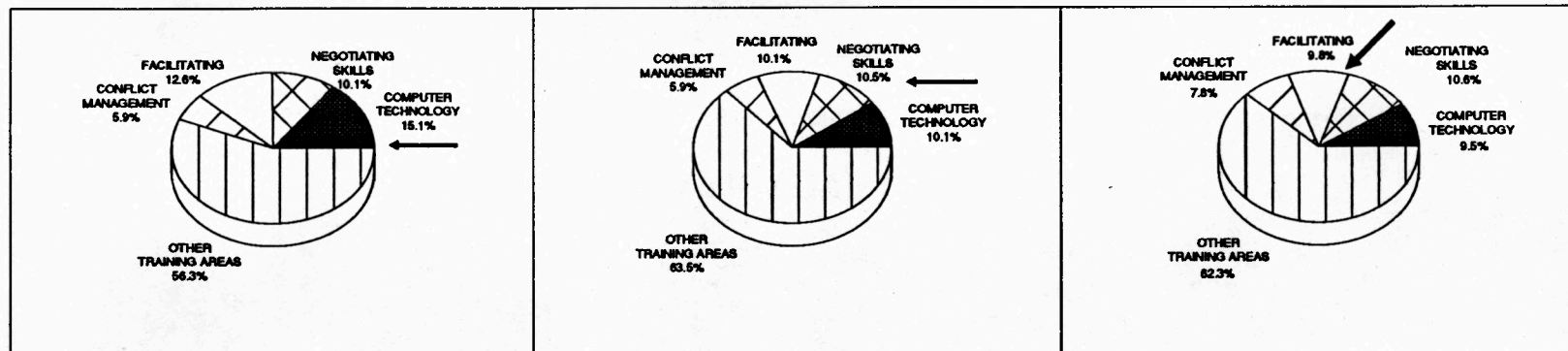
# MOST IMPORTANT TRAINING AREAS FOR CANADA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



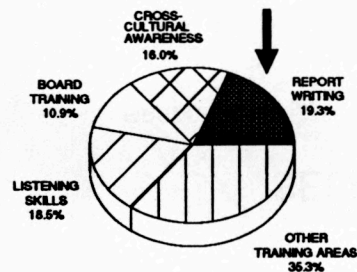
### CUMULATIVE PERCENTAGE

COMPUTER TECHNOLOGY	...	15.1%	10.1%	9.5%
FACILITATING	...	12.6%	10.1%	9.8%
NEGOTIATING SKILLS	...	10.1%	10.5%	10.6%
CONFLICT MANAGEMENT	...	5.9%	5.9%	7.8%

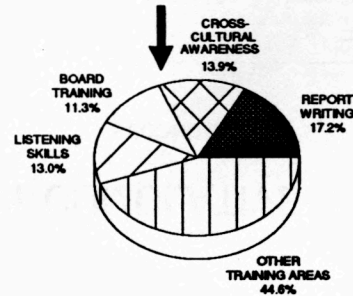
# LEAST IMPORTANT TRAINING AREAS FOR CANADA

## SELECTION BY CUMULATIVE DISTRIBUTION

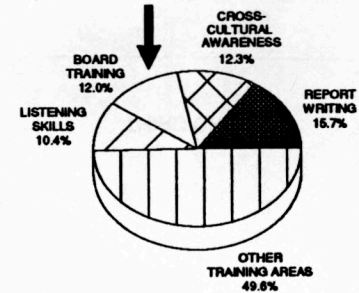
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

REPORT WRITING	...	19.3%	17.2%	15.7%
CROSS-CULTURAL AWARENESS	.	16.0%	13.9%	12.3%
BOARD TRAINING	....	10.9%	12.0%	12.0%
LISTENING SKILLS	...	18.5%	13.0%	10.4%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

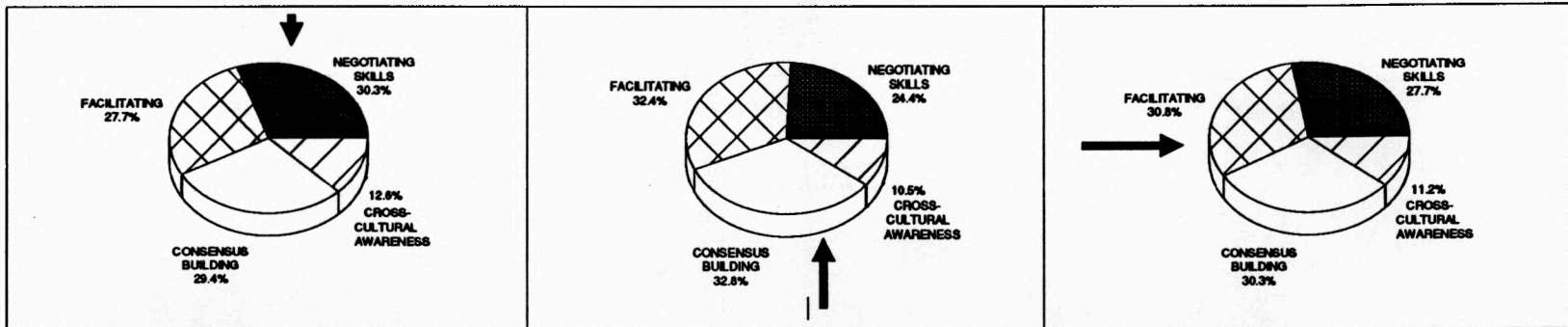
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	30.3%	24.4%	27.7%
FACILITATING	...	27.7%	32.4%	30.8%
CONSENSUS BUILDING	...	29.4%	32.8%	30.3%
CROSS-CULTURAL AWARENESS	.	12.6%	10.4%	11.2%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

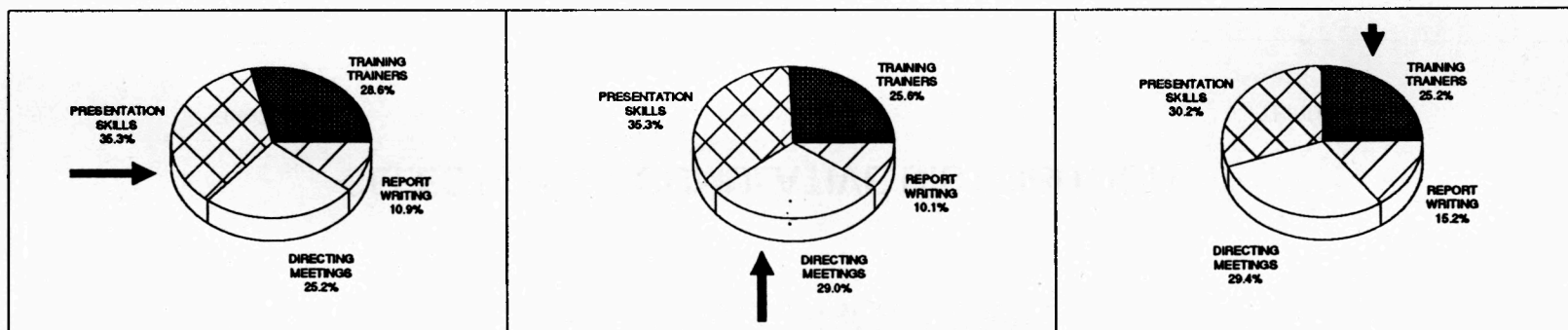
## SECOND CATEGORY: PRESENTING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	28.6%	25.6%	25.2%
PRESENTATION SKILLS	...	35.3%	35.3%	30.2%
DIRECTING MEETINGS	...	26.2%	29.0%	29.4%
REPORT WRITING	...	10.9%	10.1%	15.2%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

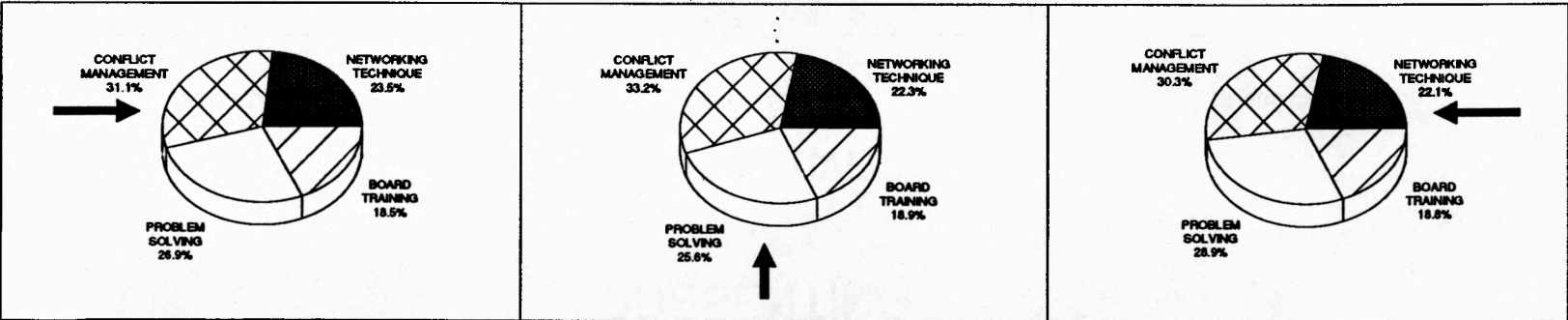
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



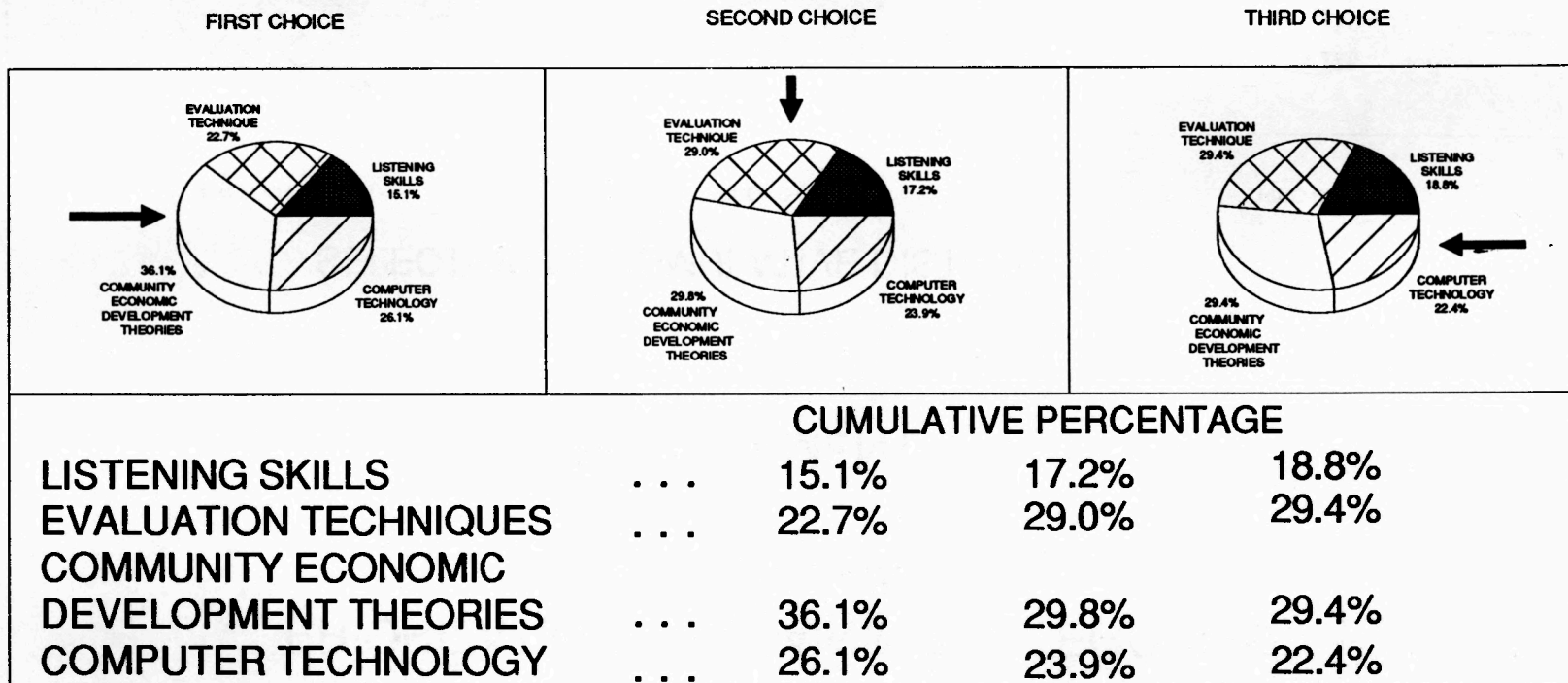
### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	23.5%	22.3%	22.1%
CONFLICT MANAGEMENT	...	31.1%	33.2%	30.3%
PROBLEM SOLVING	...	26.9%	25.6%	28.9%
BOARD TRAINING	...	18.5%	18.9%	18.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION



# PRIORIZATION OF TRAINING CATEGORIES FOR CANADA

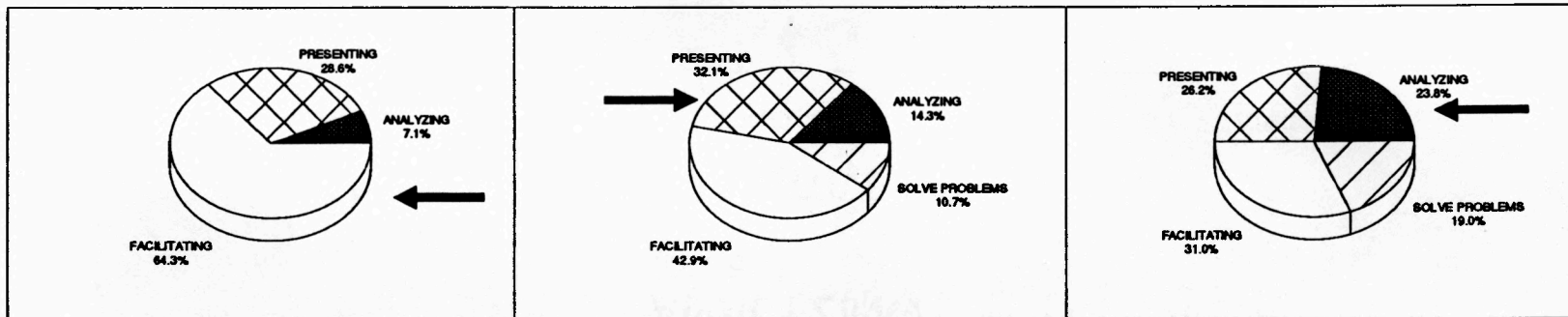
## MANAGEMENT

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



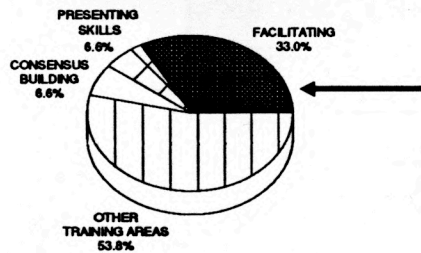
### CUMULATIVE PERCENTAGE

ANALYZING	...	7.1%	14.3%	23.8%
PRESENTING	...	28.6%	32.1%	26.2%
FACILITATING	...	64.3%	42.9%	31.0%
SOLVING PROBLEMS	...	0.0%	10.7%	19.0%

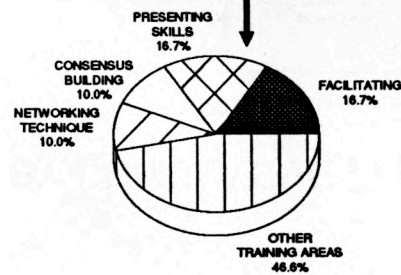
# MOST IMPORTANT TRAINING AREAS FOR CANADA MANAGEMENT

## SELECTION BY CUMULATIVE DISTRIBUTION

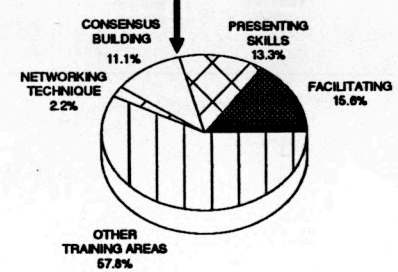
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE

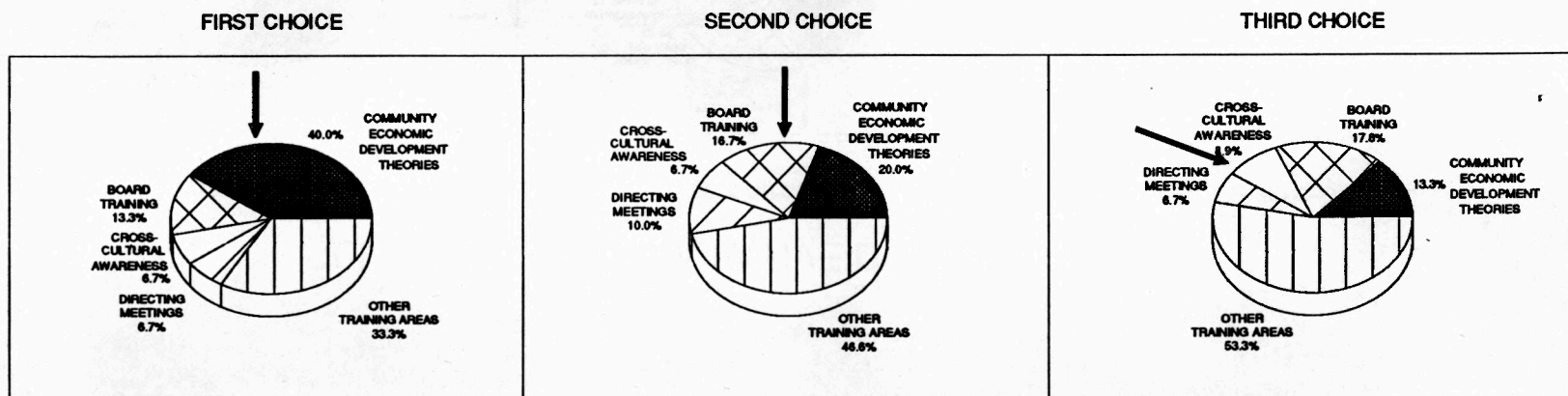


### CUMULATIVE PERCENTAGE

FACILITATING	...	33.0%	16.7%	15.6%
PRESENTATION SKILLS	...	6.6%	16.7%	13.3%
CONSENSUS BUILDING	...	6.6%	10.0%	11.1%
NETWORKING TECHNIQUES	...	0.0%	10.0%	8.9%

# LEAST IMPORTANT TRAINING AREAS FOR CANADA MANAGEMENT

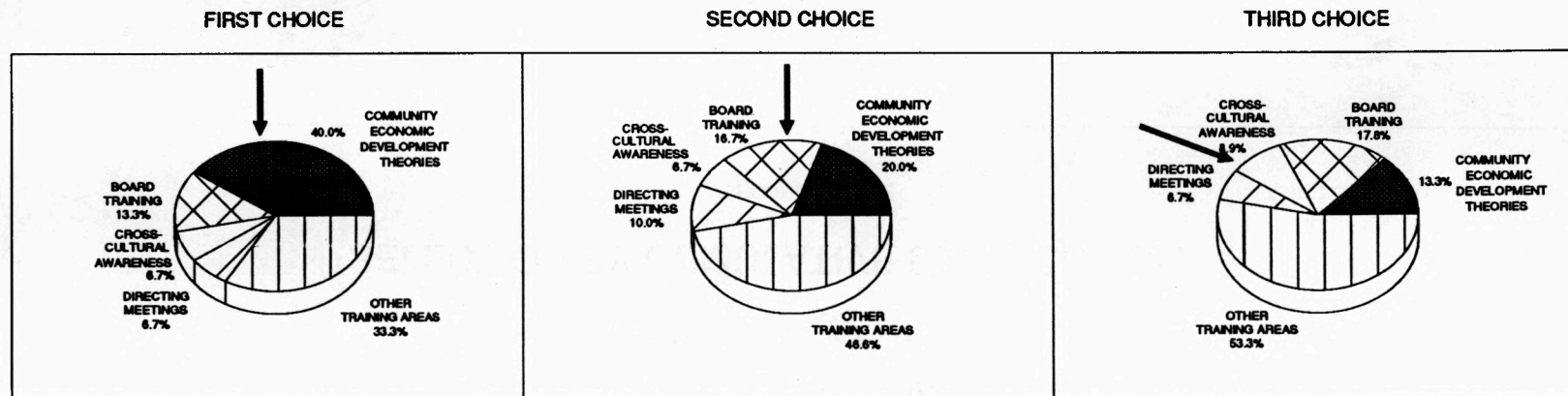
## SELECTION BY CUMULATIVE DISTRIBUTION



	CUMULATIVE PERCENTAGE			
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	40.0%	20.0%	13.3%
BOARD TRAINING	...	13.3%	16.7%	17.8%
CROSS-CULTURAL AWARENESS	.	6.7%	6.7%	8.9%
DIRECTING MEETINGS	...	6.7%	10.0%	6.7%

# LEAST IMPORTANT TRAINING AREAS FOR CANADA MANAGEMENT

## SELECTION BY CUMULATIVE DISTRIBUTION



### CUMULATIVE PERCENTAGE

COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	40.0%	20.0%	13.3%
BOARD TRAINING	...	13.3%	16.7%	17.8%
CROSS-CULTURAL AWARENESS	.	6.7%	6.7%	8.9%
DIRECTING MEETINGS	...	6.7%	10.0%	6.7%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

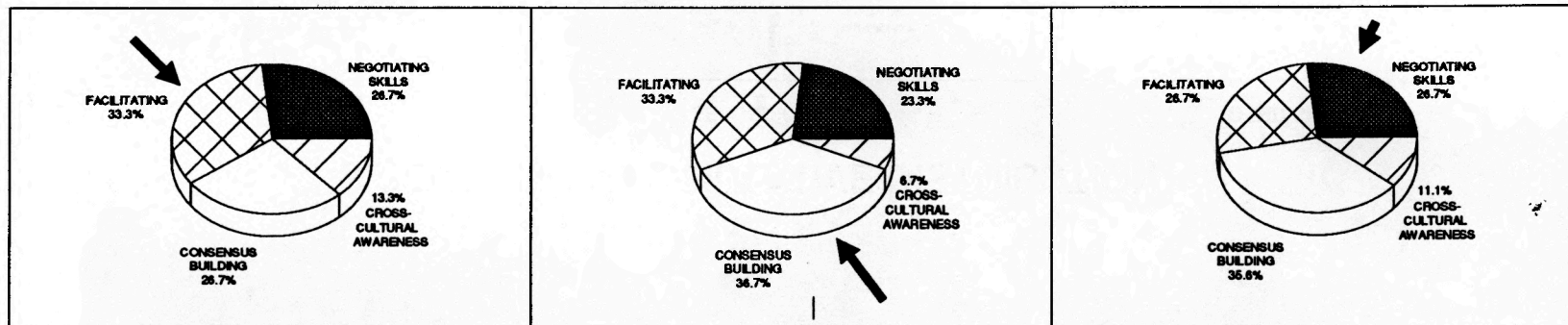
## THIRD CATEGORY: FACILITATING MANAGEMENT

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	26.7%	23.3%	26.7%
FACILITATING	...	33.3%	33.3%	26.7%
CONSENSUS BUILDING	...	26.7%	36.7%	35.6%
CROSS-CULTURAL AWARENESS	.	13.3%	6.7%	11.1%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

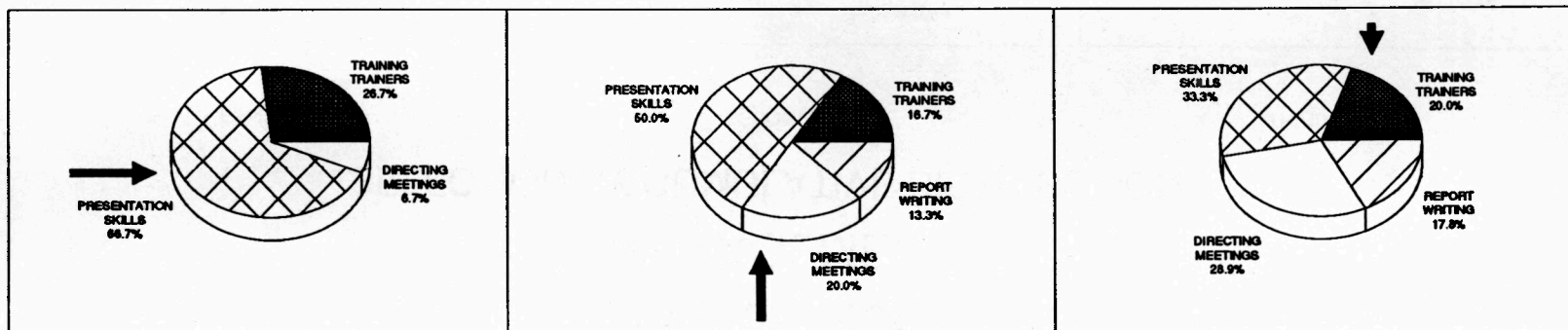
## SECOND CATEGORY PRESENTING : MANAGEMENT

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	26.7%	16.7%	20.0%
PRESENTATION SKILLS	...	66.7%	50.0%	33.3%
DIRECTING MEETINGS	...	6.7%	20.0%	28.9%
REPORT WRITING	...	0.0%	13.3%	17.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

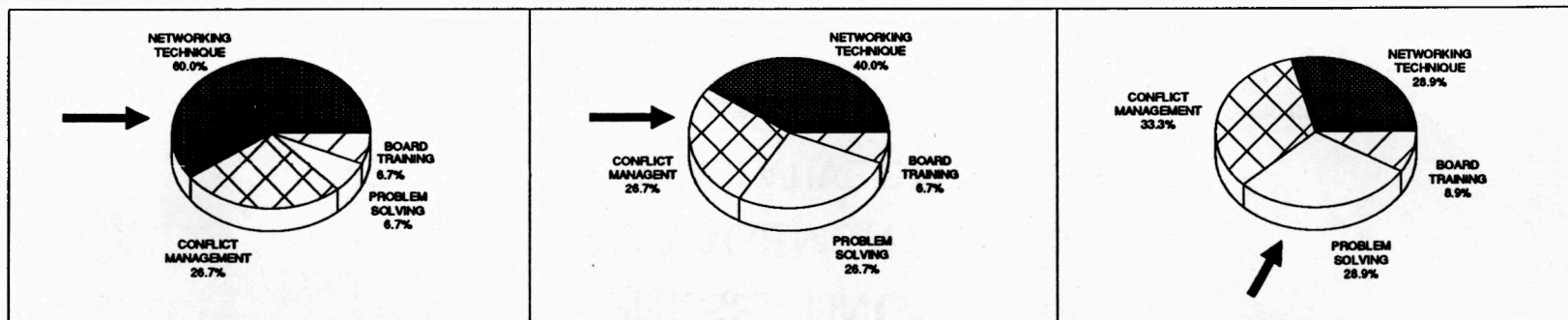
## FOURTH CATEGORY: SOLVING PROBLEMS MANAGEMENT

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



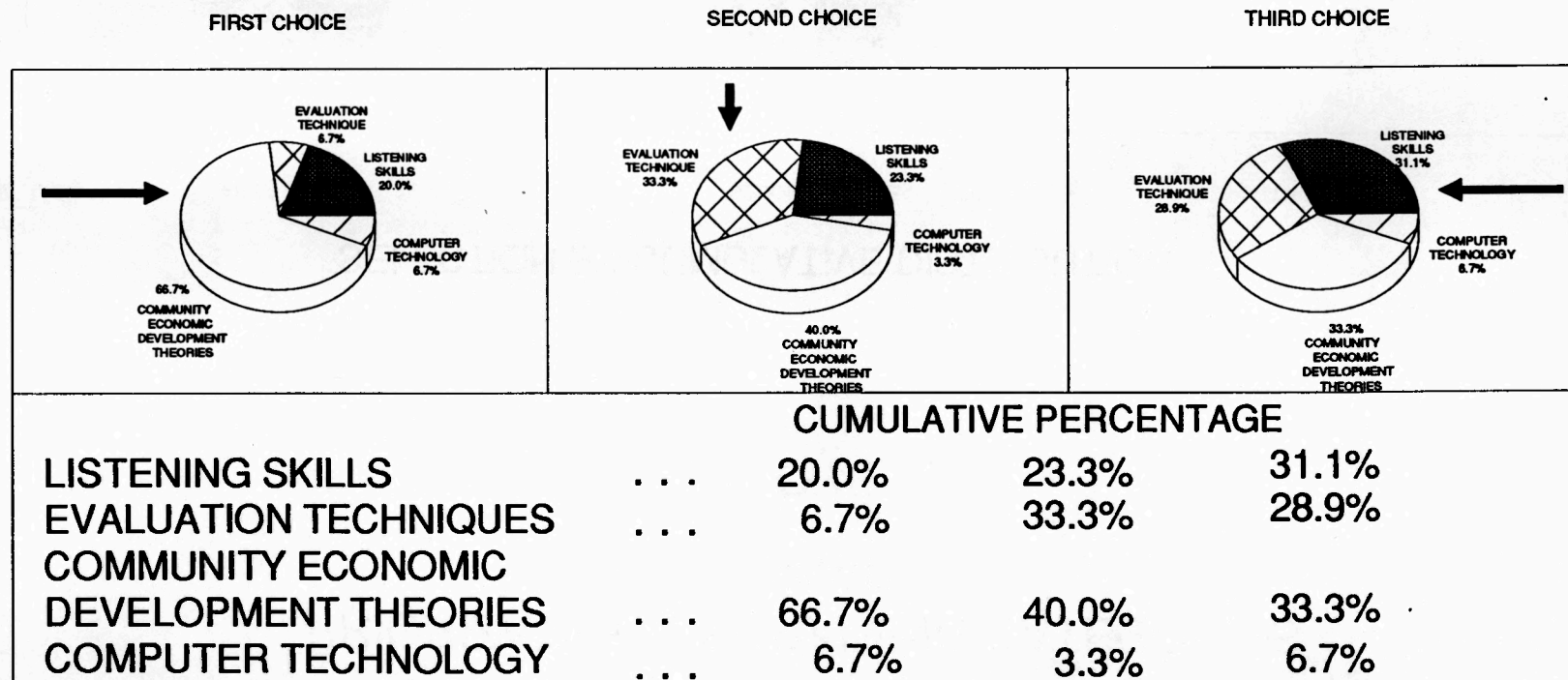
### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	60.0%	40.0%	28.9%
CONFLICT MANAGEMENT	...	26.7%	26.7%	33.3%
PROBLEM SOLVING	...	6.7%	26.7%	28.9%
BOARD TRAINING	...	6.7%	6.7%	8.9%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA

## FIRST CATEGORY: ANALYZING MANAGEMENT

### SELECTION BY CUMULATIVE DISTRIBUTION



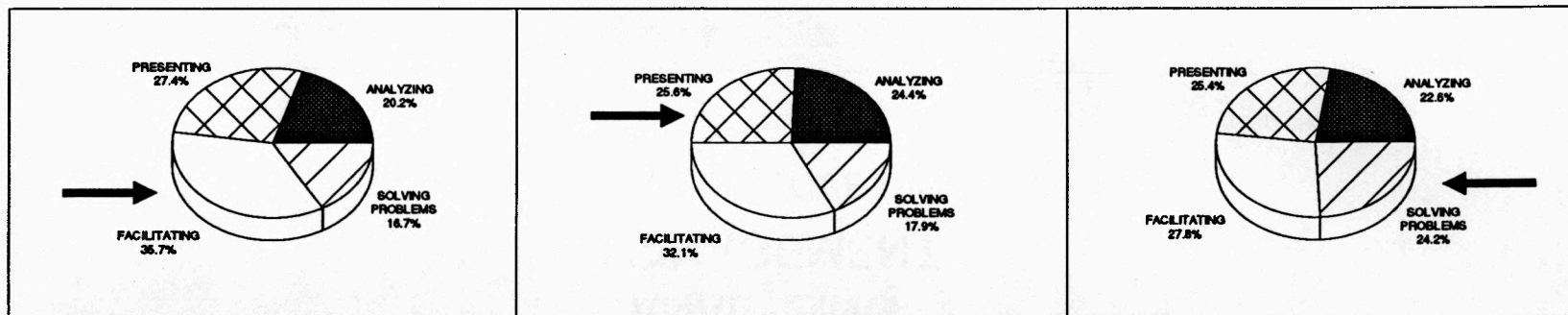
# PRIORIZATION OF TRAINING CATEGORIES FOR CANADA EMPLOYEES

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

ANALYZING	...	20.2%	24.4%	22.6%
PRESENTING	...	27.4%	25.6%	25.4%
FACILITATING	...	35.7%	32.1%	27.8%
SOLVING PROBLEMS	...	16.7%	17.9%	24.2%

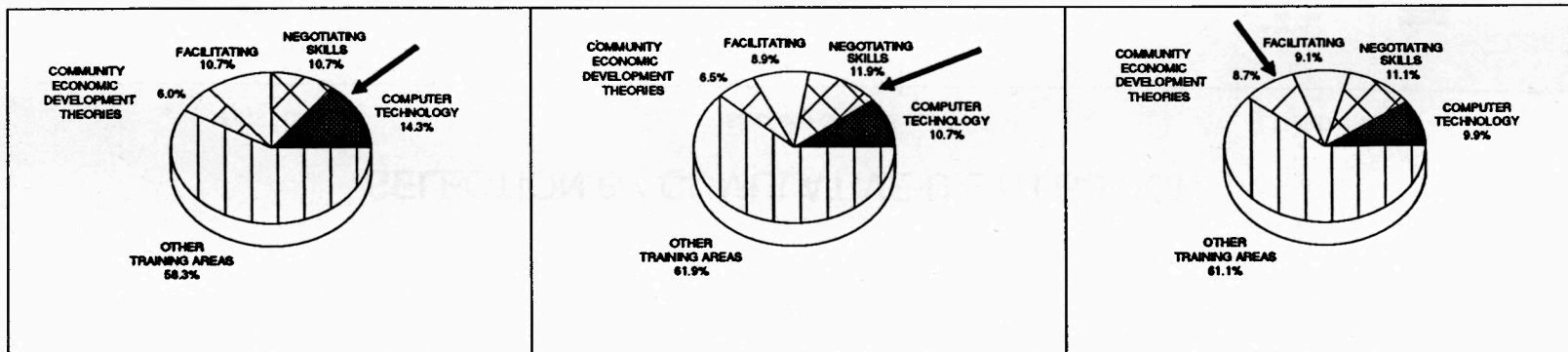
# MOST IMPORTANT TRAINING AREAS FOR CANADA EMPLOYEES

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



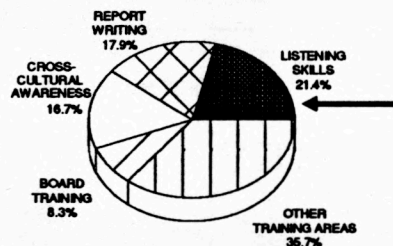
### CUMULATIVE PERCENTAGE

COMPUTER TECHNOLOGY	...	14.3%	10.7%	9.9%
NEGOTIATING SKILLS	...	10.7%	11.9%	11.1%
FACILITATING	...	10.7%	8.9%	9.1%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	6.0%	6.5%	8.7%

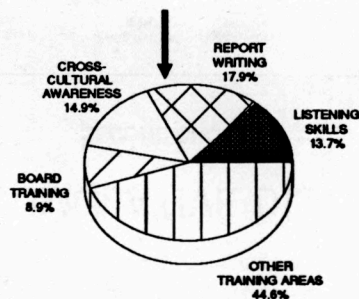
# LEAST IMPORTANT TRAINING AREAS FOR CANADA EMPLOYEES

## SELECTION BY CUMULATIVE DISTRIBUTION

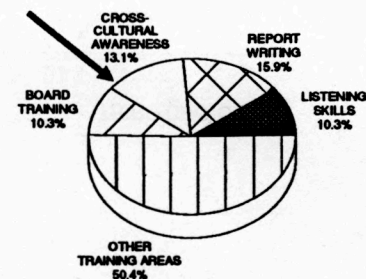
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	21.4%	13.7%	10.3%
REPORT WRITING	...	17.9%	17.9%	15.9%
CROSS-CULTURAL AWARENESS	.	16.7%	14.9%	13.1%
BOARD TRAINING	...	8.3%	8.9%	10.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA EMPLOYEES

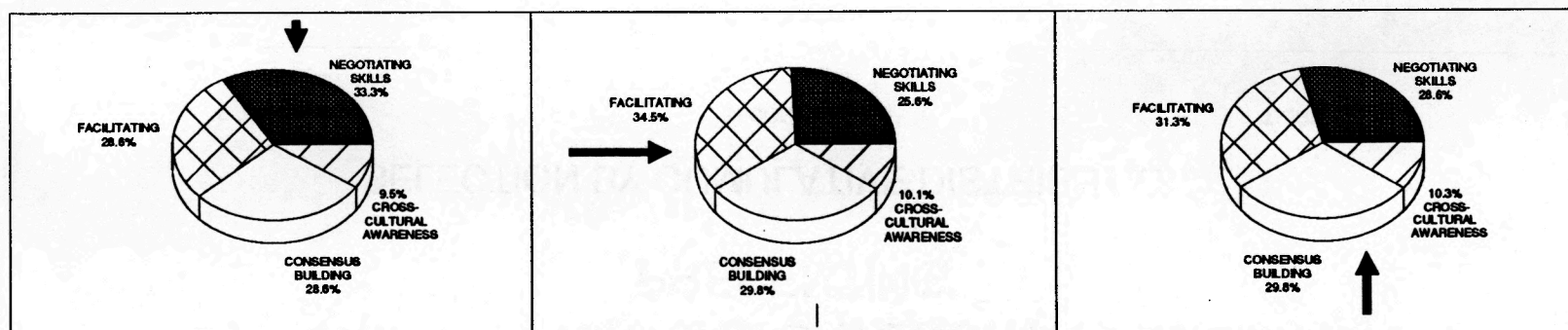
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	33.3%	25.6%	28.6%
FACILITATING	...	28.6%	34.5%	31.3%
CONSENSUS BUILDING	...	29.8%	29.8%	29.8%
CROSS-CULTURAL AWARENESS	.	9.5%	10.1%	10.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA EMPLOYEES

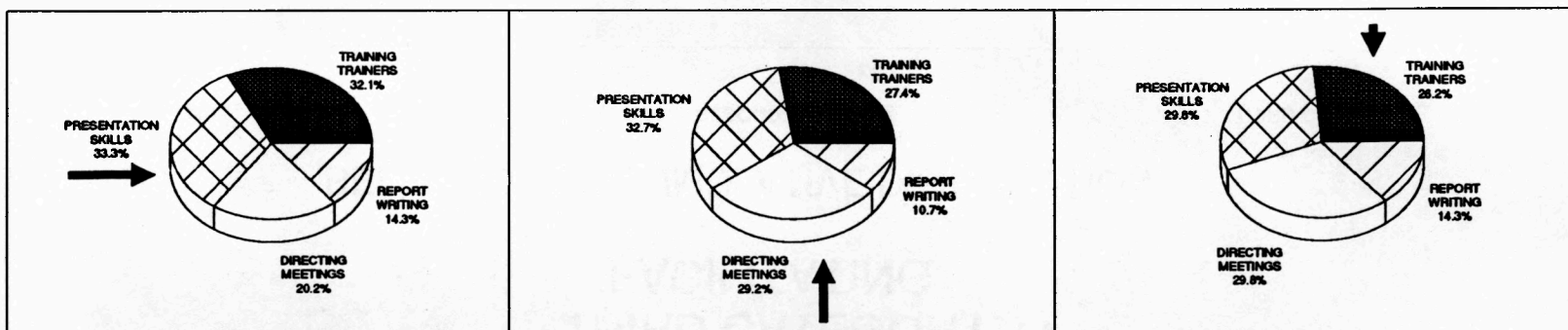
## SECOND CATEGORY PRESENTING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	32.1%	27.4%	26.2%
PRESENTATION SKILLS	...	33.3%	32.7%	29.8%
DIRECTING MEETINGS	...	20.2%	29.2%	29.8%
REPORT WRITING	...	14.3%	10.7%	14.3%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA EMPLOYEES

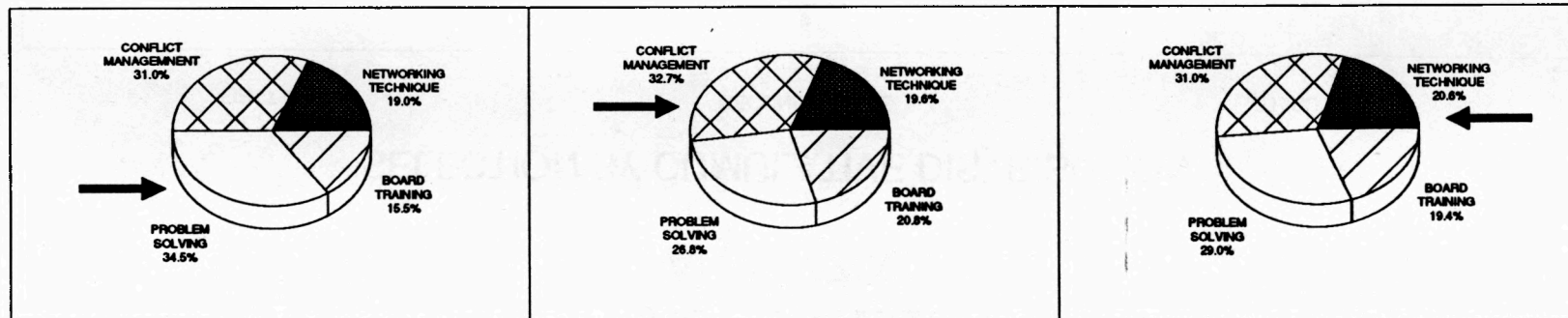
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	19.0%	19.6%	20.8%
CONFLICT MANAGEMENT	...	31.0%	32.7%	31.0%
PROBLEM SOLVING	...	34.5%	26.8%	29.0%
BOARD TRAINING	...	15.5%	20.8%	19.4%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR CANADA EMPLOYEES

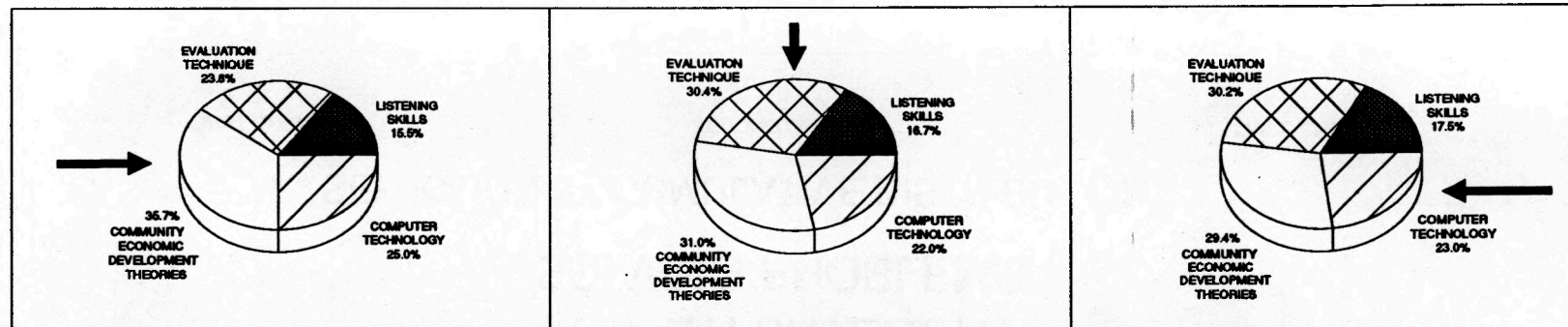
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	15.5%	16.7%	17.5%
EVALUATION TECHNIQUES	...	23.8%	30.4%	30.2%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	35.7%	31.0%	29.4%
COMPUTER TECHNOLOGY	...	25.0%	22.0%	23.0%

**APPENDIX IV**  
**DETAILED RESULTS FOR HEADQUARTERS**

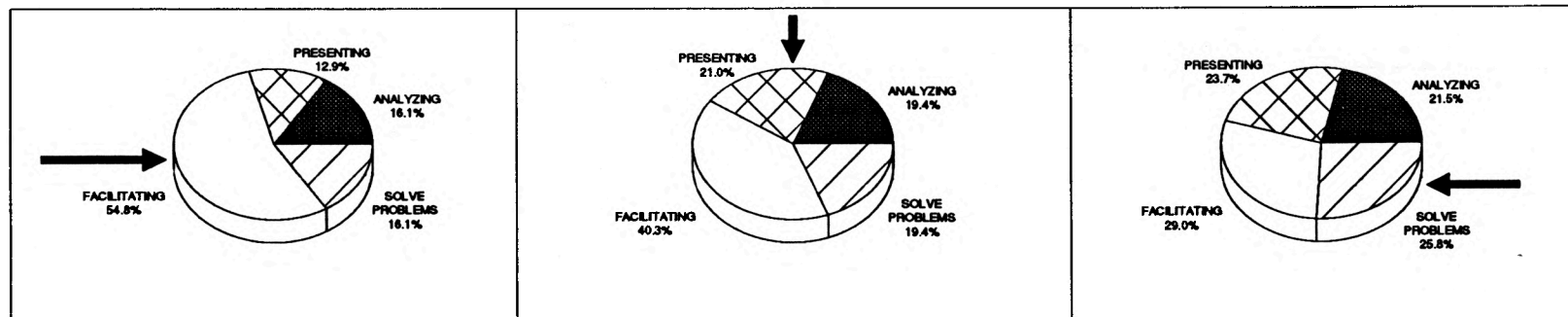
# PRIORIZATION OF TRAINING CATEGORIES FOR THE NATIONAL CAPITAL REGION

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE

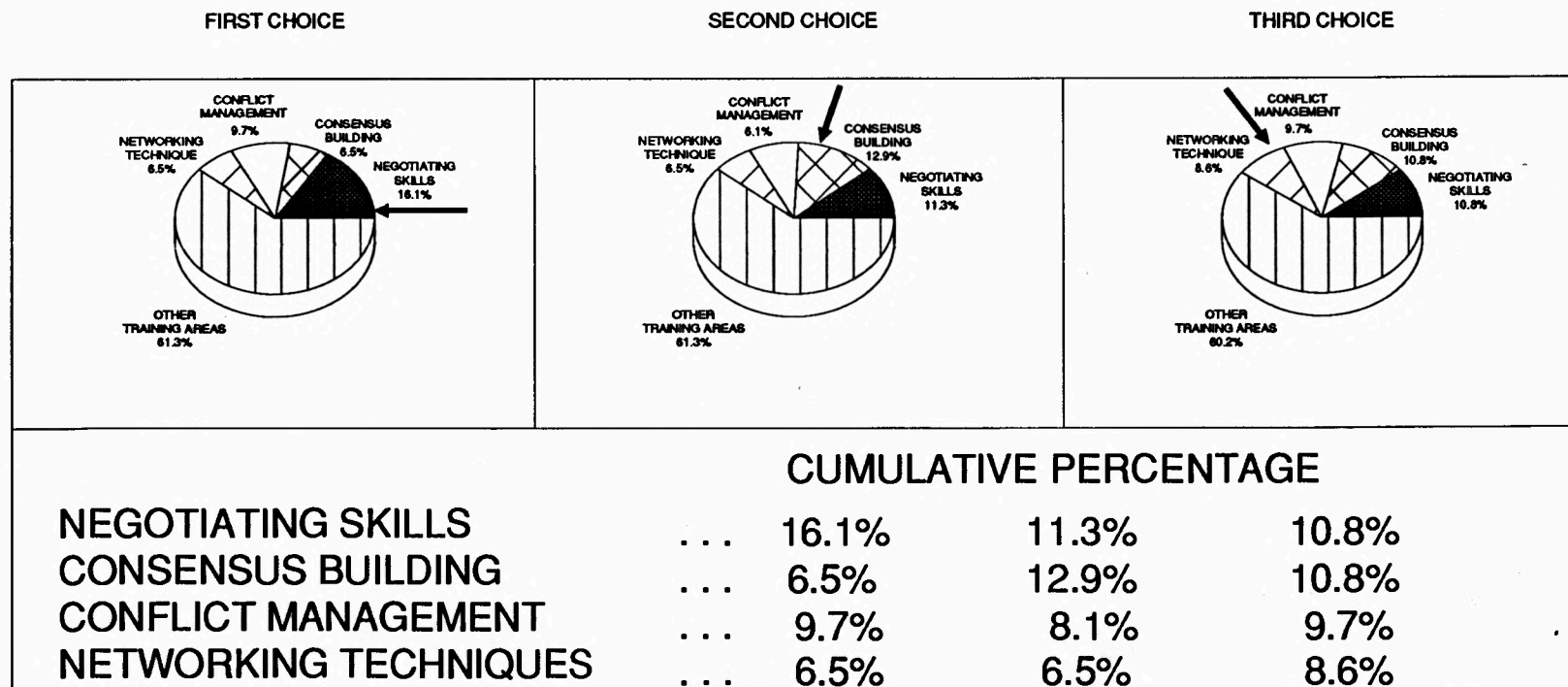


### CUMULATIVE PERCENTAGE

ANALYZING	...	16.1%	19.4%	21.5%
PRESENTING	...	12.9%	21.0%	23.7%
FACILITATING	...	54.8%	40.3%	29.0%
SOLVING PROBLEMS	...	16.1%	19.4%	25.8%

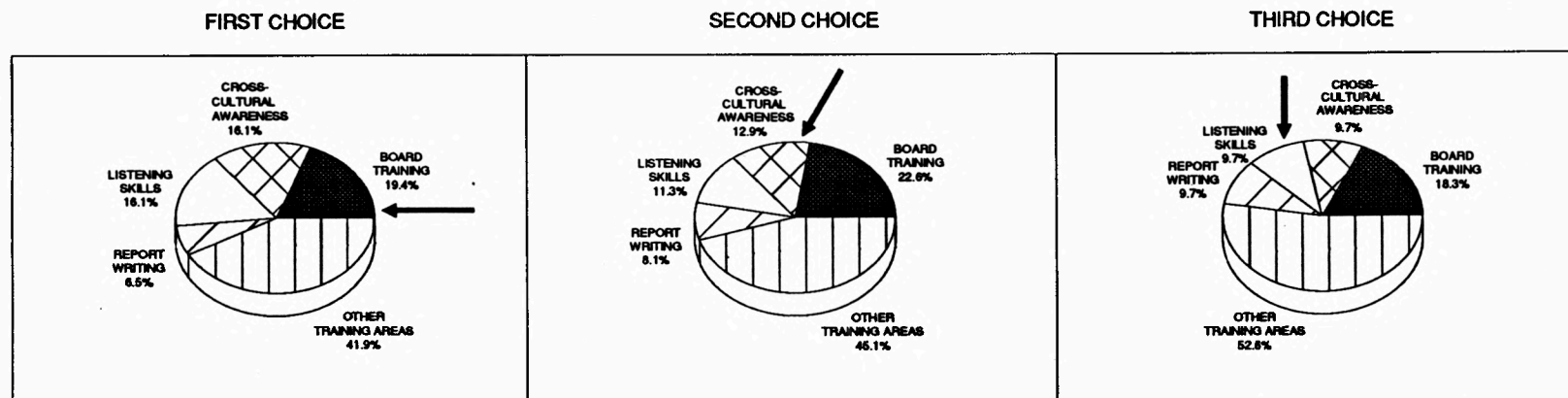
# MOST IMPORTANT TRAINING AREAS FOR THE NATIONAL CAPITAL REGION

## SELECTION BY CUMULATIVE DISTRIBUTION



# LEAST IMPORTANT TRAINING AREAS FOR THE NATIONAL CAPITAL REGION

## SELECTION BY CUMULATIVE DISTRIBUTION



### CUMULATIVE PERCENTAGE

BOARD TRAINING	...	19.4%	22.6%	18.3%
CROSS-CULTURAL AWARENESS	..	16.1%	12.9%	9.7%
LISTENING SKILLS	....	16.1%	11.3%	9.7%
REPORT WRITING	...	6.5%	8.1%	9.7%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NATIONAL CAPITAL REGION

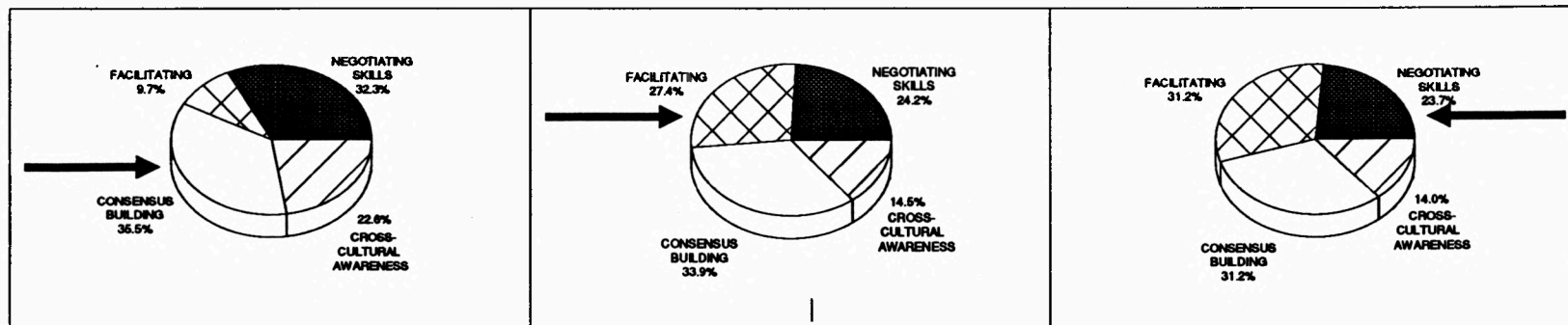
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	32.3%	24.2%	23.7%
FACILITATING	...	9.7%	27.4%	31.2%
CONSENSUS BUILDING	...	35.5%	33.9%	31.2%
CROSS-CULTURAL AWARENESS	.	22.6%	14.5%	14.0%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NATIONAL CAPITAL REGION

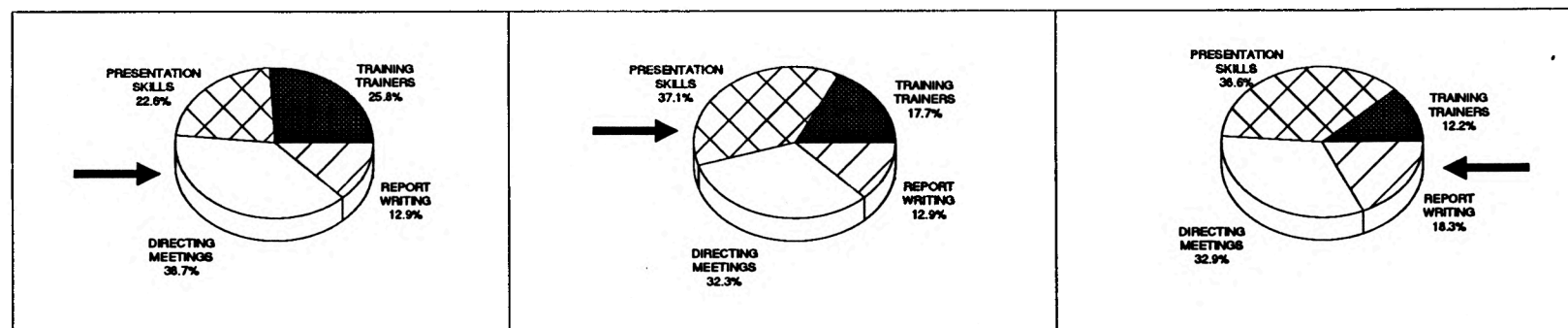
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	25.8%	17.7%	12.2%
PRESENTATION SKILLS	...	22.6%	37.1%	36.6%
DIRECTING MEETINGS	...	38.7%	32.3%	32.9%
REPORT WRITING	...	12.9%	12.9%	18.3%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NATIONAL CAPITAL REGION

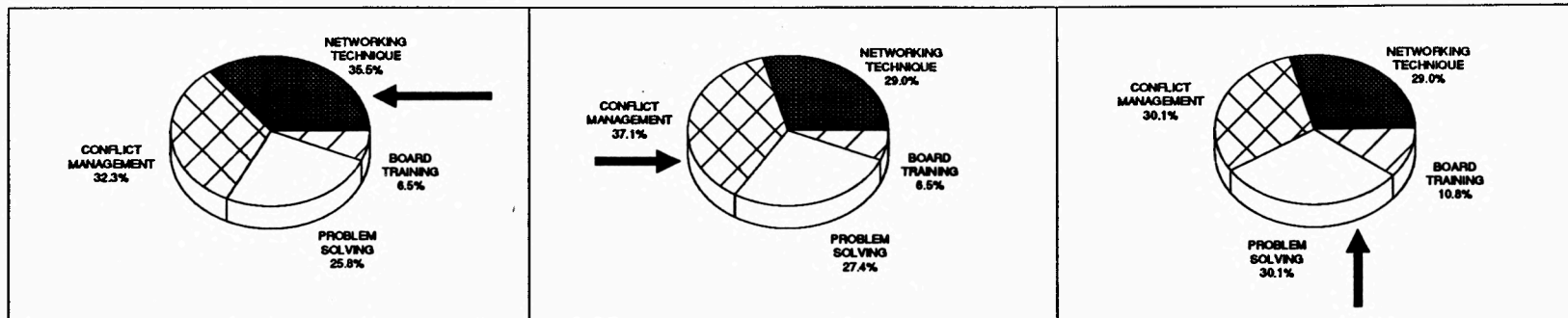
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

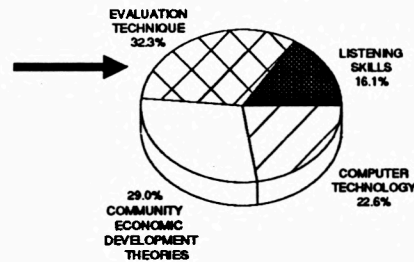
NETWORKING TECHNIQUES	...	35.5%	29.0%	29.0%
CONFLICT MANAGEMENT	...	32.3%	37.1%	30.1%
PROBLEM SOLVING	...	25.8%	27.4%	30.1%
BOARD TRAINING	...	6.5%	6.5%	10.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NATIONAL CAPITAL REGION

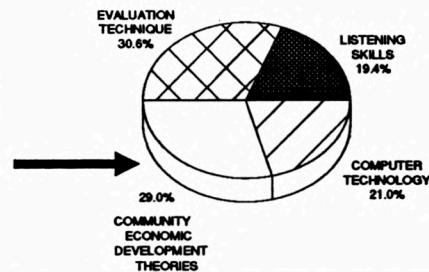
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

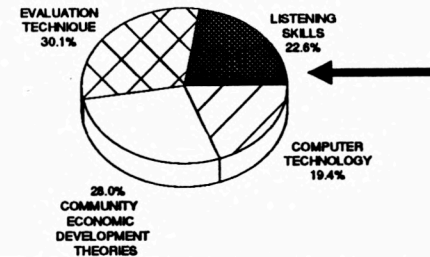
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	16.1%	19.4%	22.6%
EVALUATION TECHNIQUES	...	32.3%	30.6%	30.1%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	29.0%	29.0%	28.0%
COMPUTER TECHNOLOGY	...	22.6%	21.0%	19.4%

**APPENDIX V**

**DETAILED RESULTS FOR ATLANTIC REGION**

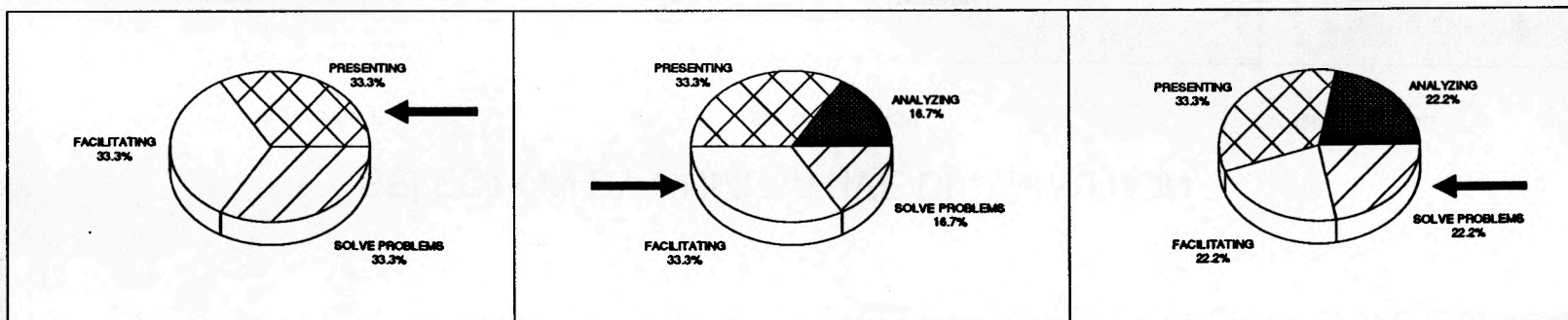
# PRIORIZATION OF TRAINING CATEGORIES FOR THE ATLANTIC REGION

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



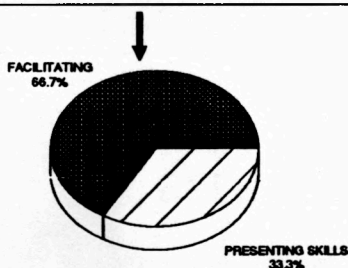
### CUMULATIVE PERCENTAGE

ANALYZING	...	0.0%	16.7%	22.2%
PRESENTING	...	33.3%	33.3%	33.3%
FACILITATING	...	33.3%	33.3%	22.2%
SOLVING PROBLEMS	...	33.3%	16.7%	22.2%

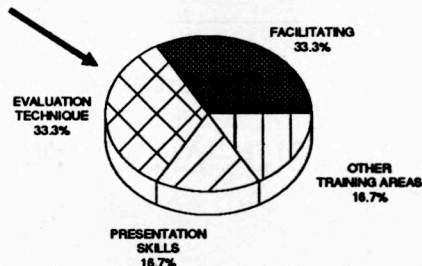
# MOST IMPORTANT TRAINING AREAS FOR THE ATLANTIC REGION

## SELECTION BY CUMULATIVE DISTRIBUTION

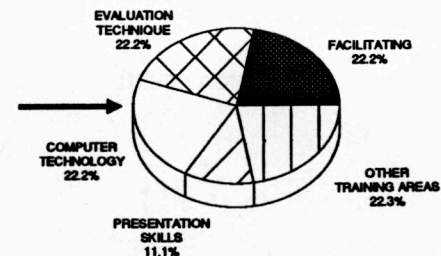
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



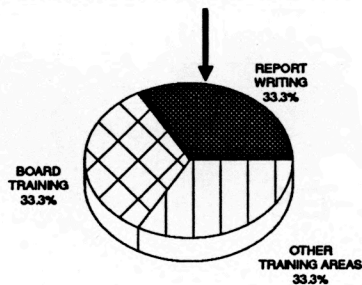
### CUMULATIVE PERCENTAGE

FACILITATING	...	66.7%	33.3%	22.2%
EVALUATION TECHNIQUES	...	0.0%	33.3%	22.2%
COMPUTER TECHNOLOGY	...	0.0%	0.0%	22.2%
PRESENTATION SKILLS	...	33.3%	16.7%	11.1%

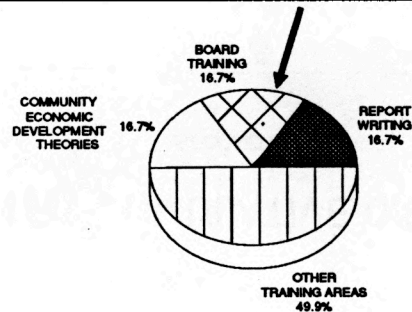
# LEAST IMPORTANT TRAINING AREAS FOR THE ATLANTIC REGION

## SELECTION BY CUMULATIVE DISTRIBUTION

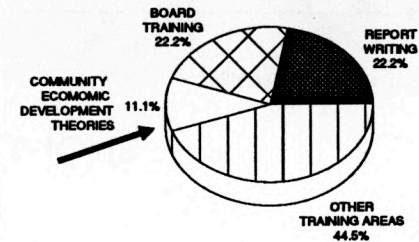
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

REPORT WRITING	...	33.3%	16.7%	22.2%
BOARD TRAINING	...	33.3%	16.7%	22.2%
CROSS-CULTURAL AWARENESS	.	0.0%	16.7%	11.1%
LISTENING SKILLS	...	0.0%	0.0%	0.0%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE ATLANTIC REGION

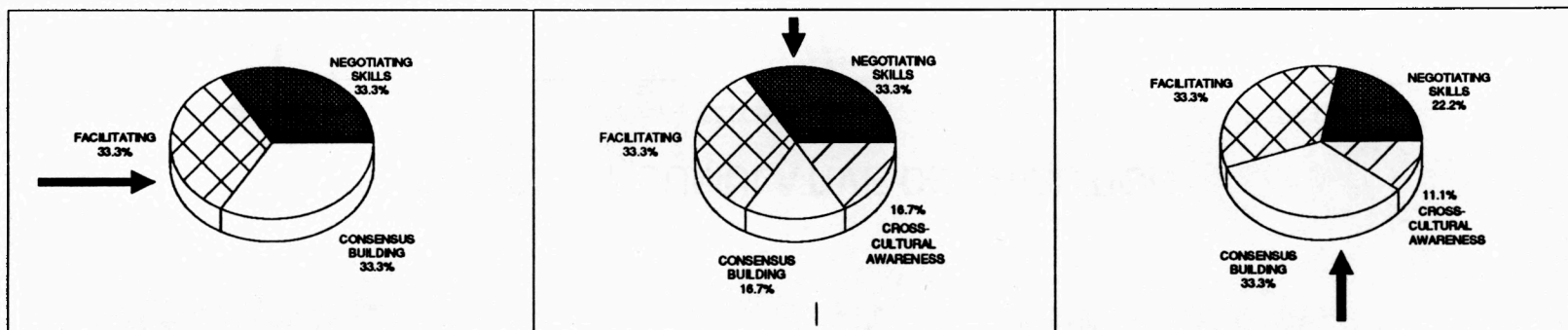
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	33.3%	33.3%	22.2%
FACILITATING	...	33.3%	33.3%	33.3%
CONSENSUS BUILDING	...	33.3%	16.7%	33.3%
CROSS-CULTURAL AWARENESS	.	0.0%	16.7%	11.1%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE ATLANTIC REGION

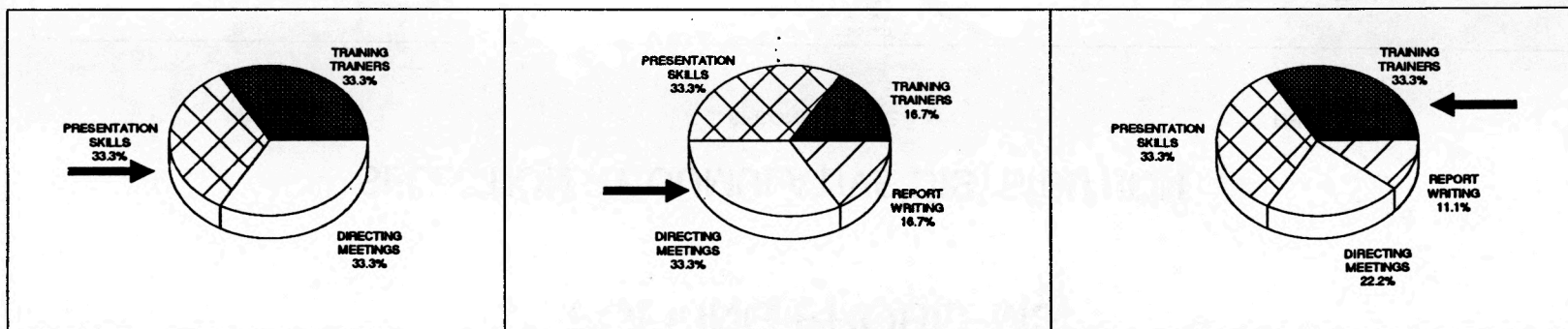
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	33.3%	16.7%	33.3%
PRESENTATION SKILLS	...	33.3%	33.3%	33.3%
DIRECTING MEETINGS	...	33.3%	33.3%	22.2%
REPORT WRITING	...	0.0%	16.7%	16.7%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE ATLANTIC REGION

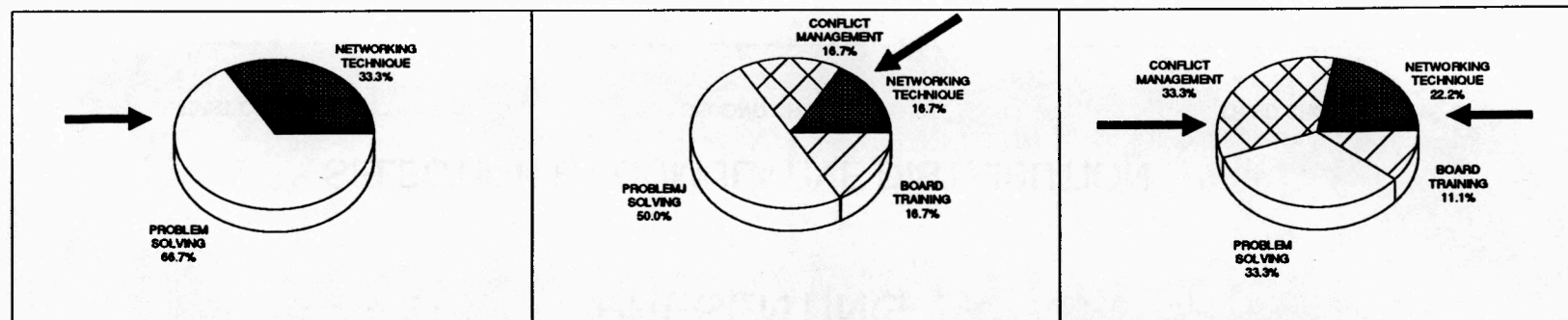
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	33.3%	16.7%	22.2%
CONFLICT MANAGEMENT	...	0.0%	16.7%	33.3%
PROBLEM SOLVING	...	66.7%	50.0%	33.3%
BOARD TRAINING	...	0.0%	16.7%	11.1%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE ATLANTIC REGION

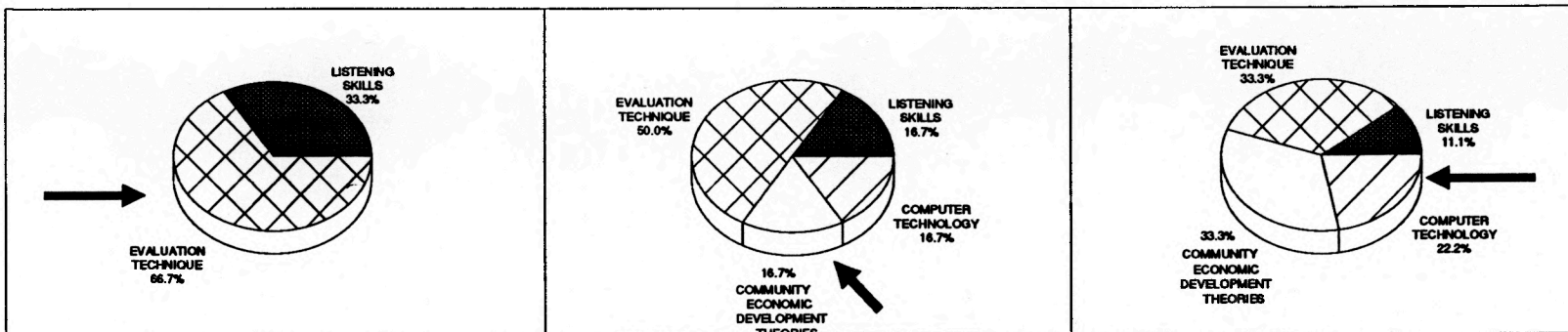
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	33.3%	16.7%	11.1%
EVALUATION TECHNIQUES	...	66.7%	50.0%	33.3%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	0.0%	16.7%	33.3%
COMPUTER TECHNOLOGY	...	0.0%	16.7%	22.2%

**APPENDIX VI**

**QUEBEC**

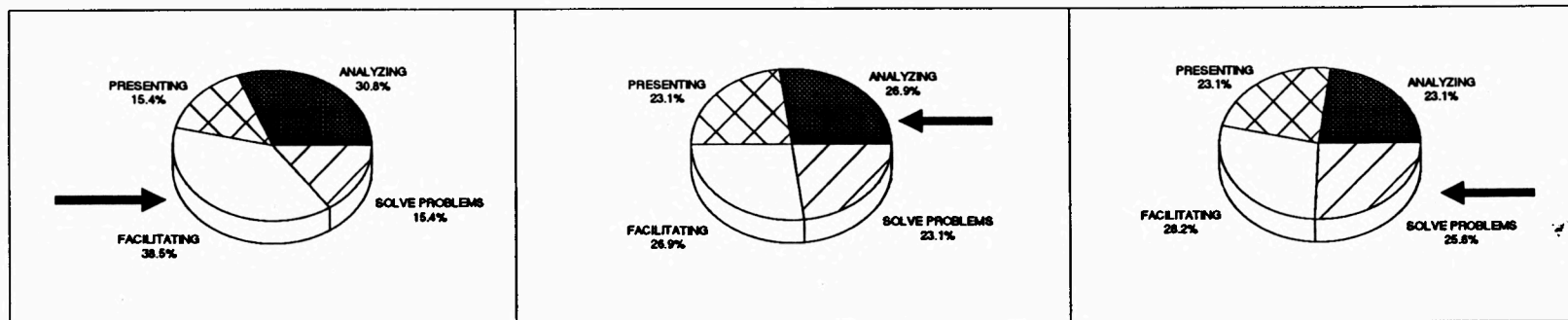
# PRIORIZATION OF TRAINING CATEGORIES FOR QUEBEC

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



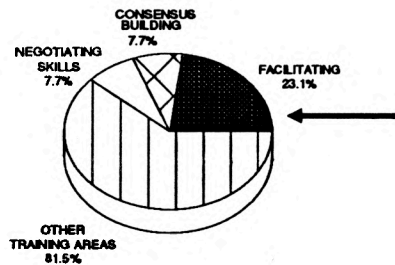
### CUMULATIVE PERCENTAGE

ANALYZING	...	30.8%	26.9%	23.1%
PRESENTING	...	15.4%	23.1%	23.1%
FACILITATING	...	38.5%	26.9%	28.2%
SOLVING PROBLEMS	...	15.4%	23.1%	25.6%

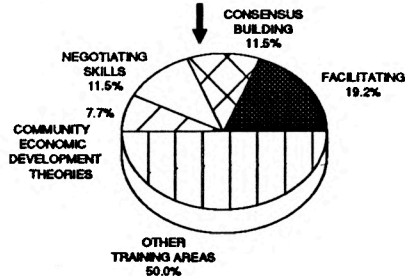
# MOST IMPORTANT TRAINING AREAS FOR QUEBEC

## SELECTION BY CUMULATIVE DISTRIBUTION

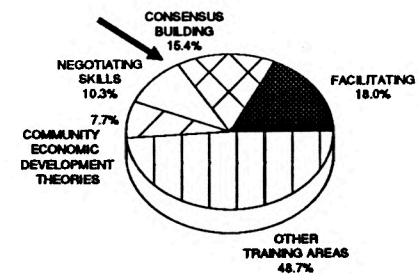
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE

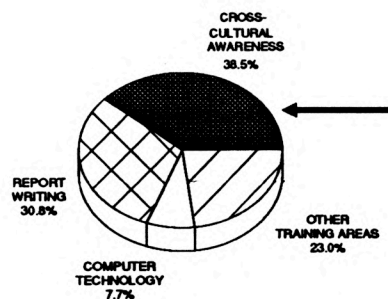


	CUMULATIVE PERCENTAGE			
FACILITATING	...	23.1%	19.2%	18.0%
CONSENSUS BUILDING	...	7.7%	11.5%	15.4%
NEGOTIATING SKILLS	...	7.7%	11.5%	10.3%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	0.0%	7.7%	7.7%

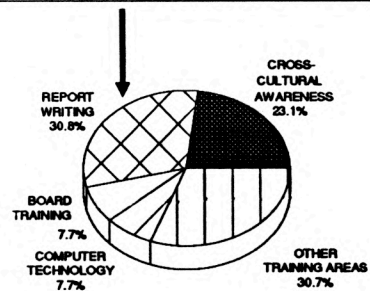
# LEAST IMPORTANT TRAINING AREAS FOR QUEBEC

## SELECTION BY CUMULATIVE DISTRIBUTION

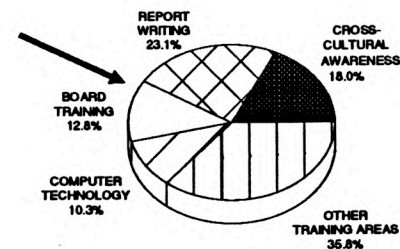
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

CROSS-CULTURAL AWARENESS . . .	38.5%	23.1%	18.0%
REPORT WRITING . . .	30.8%	30.8%	23.1%
BOARD TRAINING . . .	0.0%	7.7%	12.8%
COMPUTER TECHNOLOGY . . .	7.7%	7.7%	10.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR QUEBEC

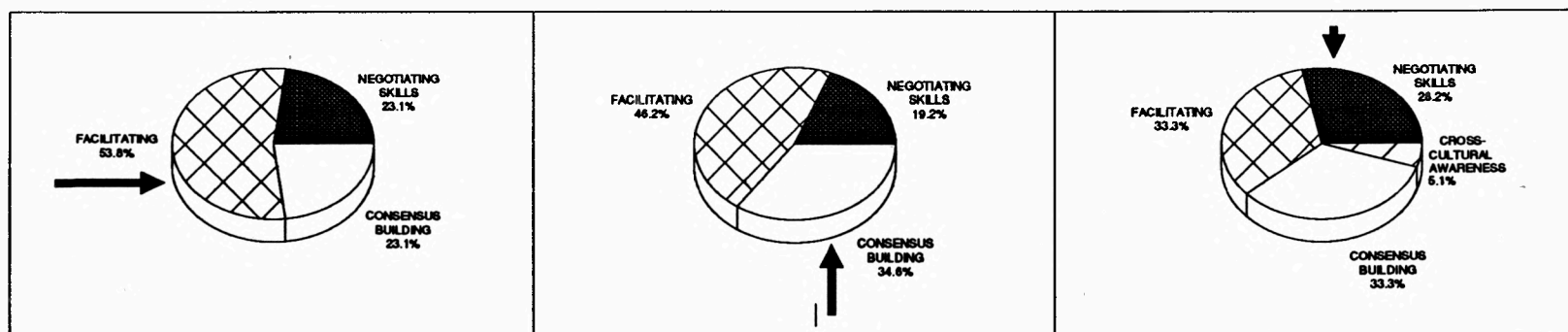
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	23.1%	19.2%	28.2%
FACILITATING	...	53.8%	46.2%	33.3%
CONSENSUS BUILDING	...	23.1%	34.6%	33.3%
CROSS-CULTURAL AWARENESS	.	0.0%	0.0%	5.1%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR QUEBEC

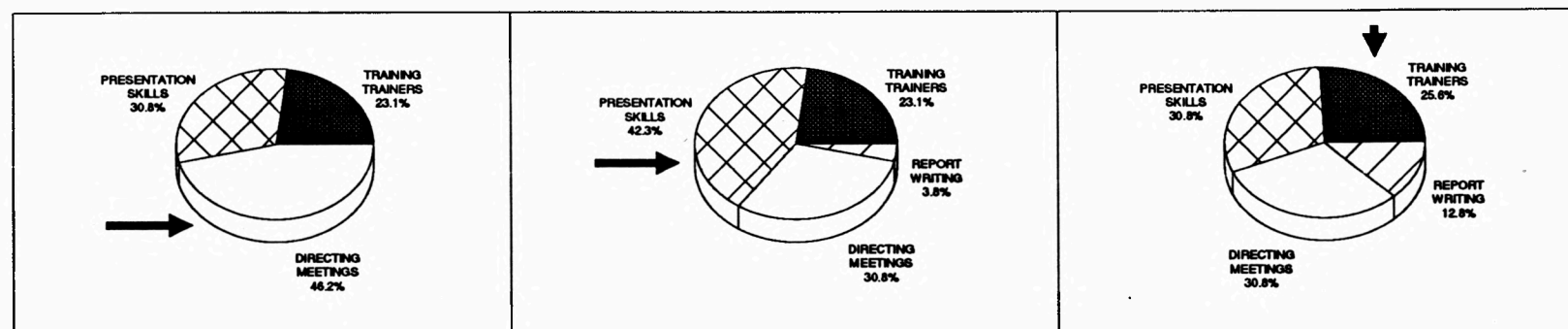
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	23.1%	23.1%	25.6%
PRESENTATION SKILLS	...	30.8%	42.3%	30.8%
DIRECTING MEETINGS	...	46.2%	30.8%	30.8%
REPORT WRITING	...	0.0%	3.8%	12.8%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR QUEBEC

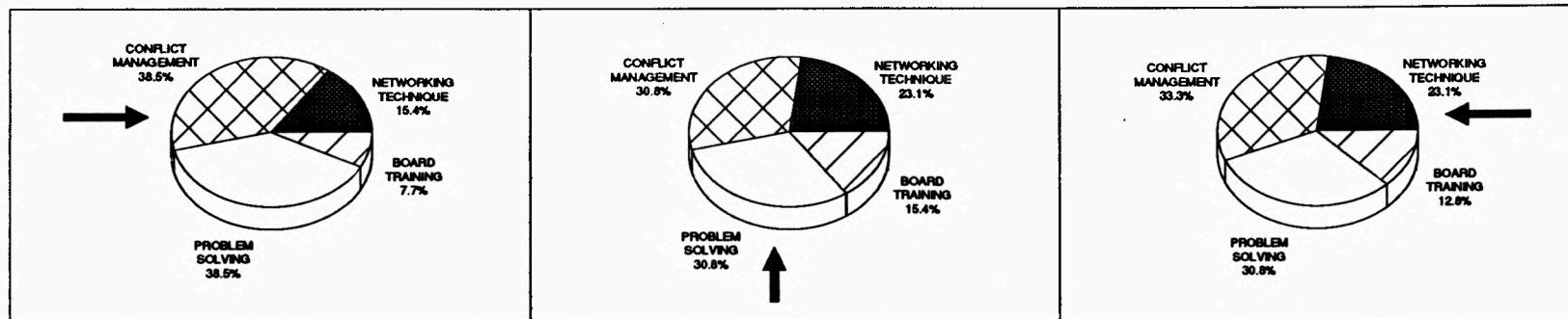
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

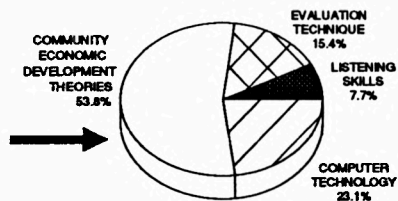
NETWORKING TECHNIQUES	...	15.4%	23.1%	23.1%
CONFLICT MANAGEMENT	...	38.5%	30.8%	33.3%
PROBLEM SOLVING	...	38.5%	30.8%	30.8%
BOARD TRAINING	...	7.7%	15.4%	12.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR QUEBEC

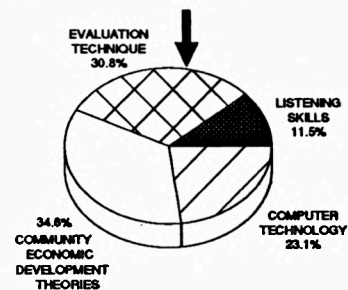
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

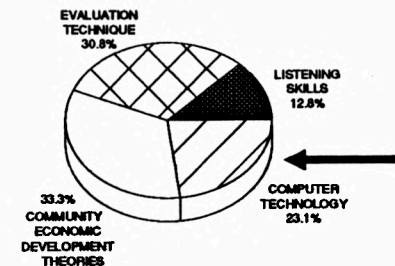
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	7.7%	11.5%	12.8%
EVALUATION TECHNIQUES	...	15.4%	30.8%	30.8%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	53.8%	34.6%	33.3%
COMPUTER TECHNOLOGY	...	23.1%	23.1%	23.1%

**APPENDIX VII**  
**DETAILED RESULTS FOR ONTARIO**

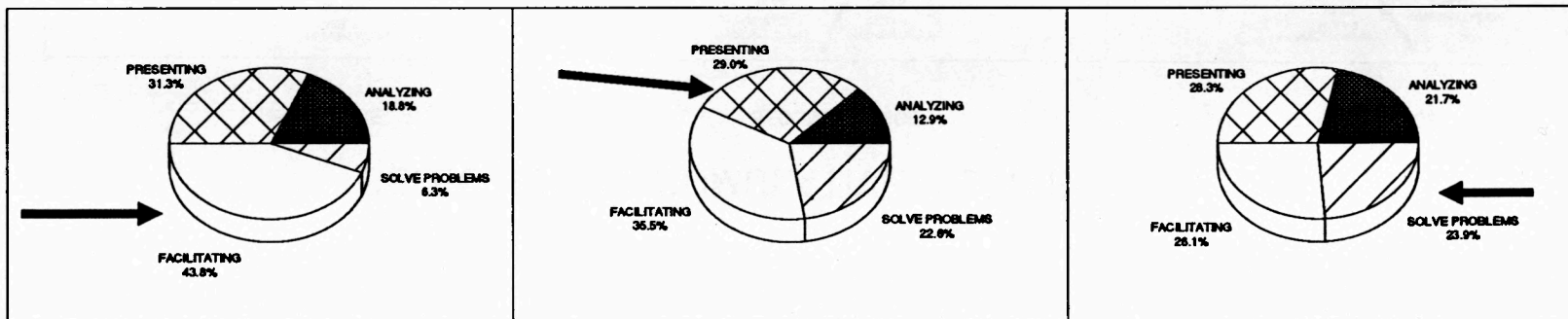
# PRIORIZATION OF TRAINING CATEGORIES FOR ONTARIO

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



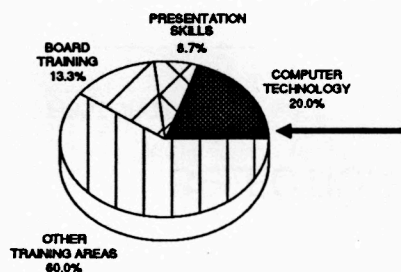
### CUMULATIVE PERCENTAGE

ANALYZING	...	18.8%	12.9%	21.7%
PRESENTING	...	31.3%	29.0%	28.3%
FACILITATING	...	43.8%	35.5%	26.1%
SOLVING PROBLEMS	...	6.3%	22.6%	23.9%

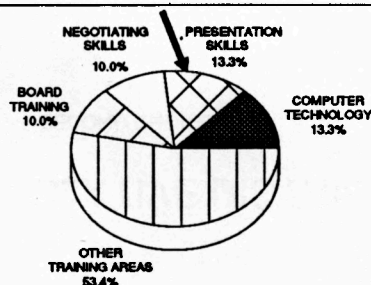
# MOST IMPORTANT TRAINING AREAS FOR ONTARIO

## SELECTION BY CUMULATIVE DISTRIBUTION

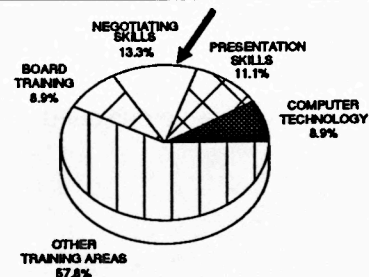
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



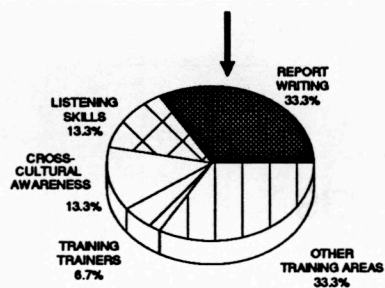
### CUMULATIVE PERCENTAGE

COMPUTER TECHNOLOGY	...	20.0%	13.3%	8.9%
PRESENTATION SKILLS	...	6.7%	13.3%	11.1%
NEGOTIATING SKILLS	...	0.0%	10.0%	13.3%
BOARD TRAINING	...	13.3%	10.0%	8.9%

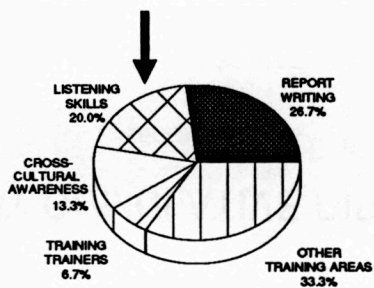
# LEAST IMPORTANT TRAINING AREAS FOR ONTARIO

## SELECTION BY CUMULATIVE DISTRIBUTION

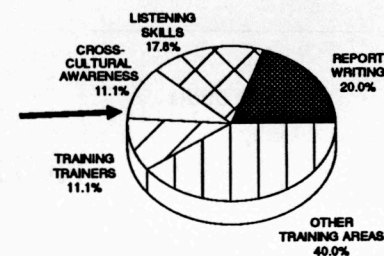
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

REPORT WRITING	...	33.3%	26.7%	20.0%
LISTENING SKILLS	...	13.3%	20.0%	17.8%
CROSS-CULTURAL AWARENESS	.	13.3%	13.3%	11.1%
TRAINING TRAINERS	...	6.7%	6.7%	11.1%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ONTARIO

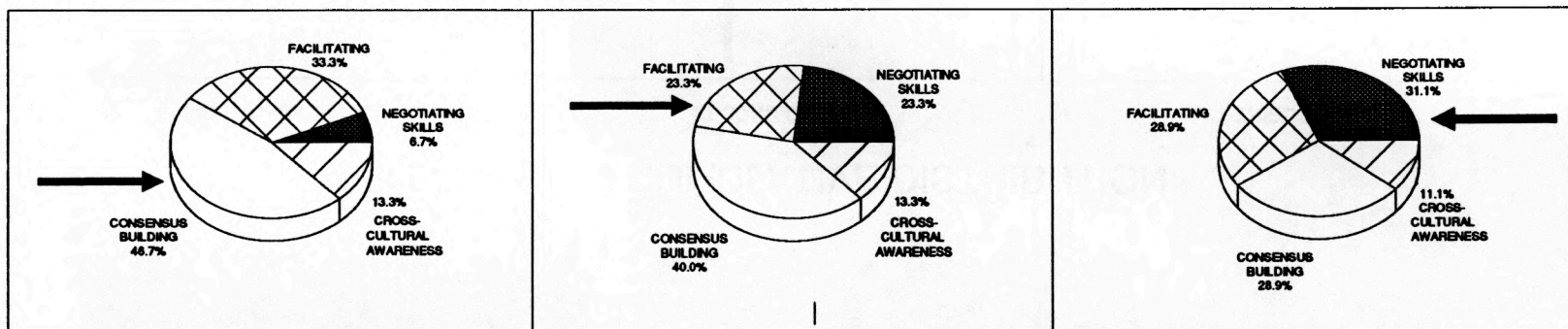
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	6.7%	23.3%	31.1%
FACILITATING	...	33.3%	23.3%	28.9%
CONSENSUS BUILDING	...	46.7%	40.0%	28.9%
CROSS-CULTURAL AWARENESS	.	13.3%	13.3%	11.1%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ONTARIO

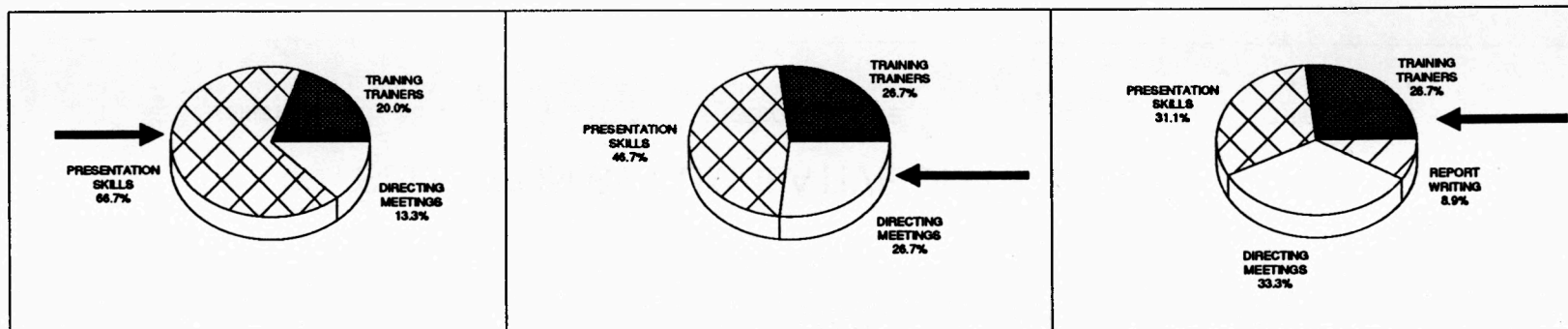
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	20.0%	26.7%	26.7%
PRESENTATION SKILLS	...	66.7%	46.7%	31.1%
DIRECTING MEETINGS	...	13.3%	26.7%	33.3%
REPORT WRITING	...	0.0%	0.0%	8.9%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ONTARIO

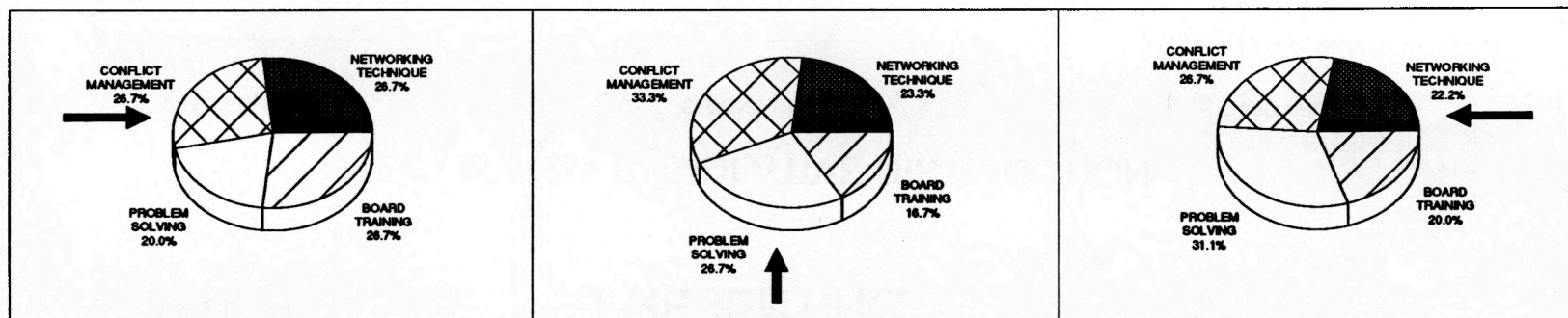
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	26.7%	23.3%	22.2%
CONFLICT MANAGEMENT	...	26.7%	33.3%	26.7%
PROBLEM SOLVING	...	20.0%	26.7%	31.1%
BOARD TRAINING	...	26.7%	16.7%	20.0%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ONTARIO

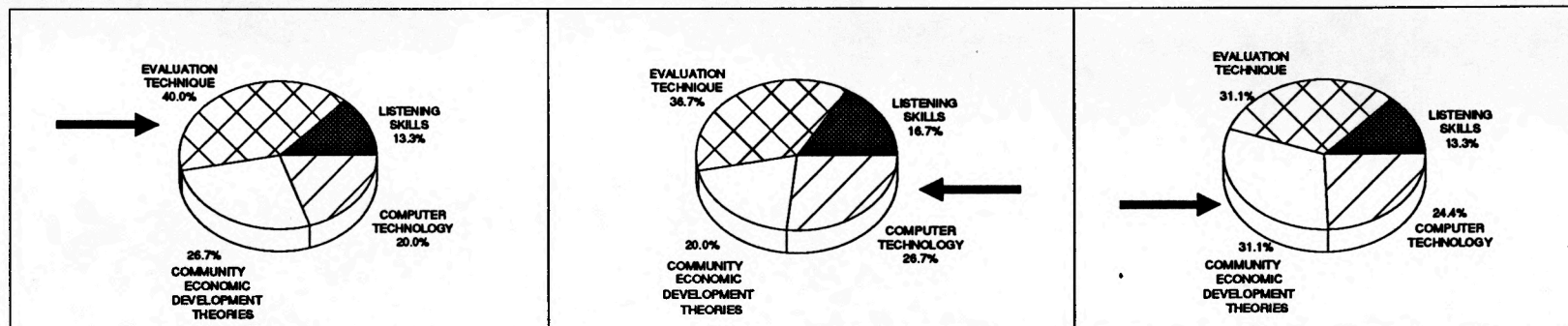
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	13.3%	16.7%	13.3%
EVALUATION TECHNIQUES	...	40.0%	36.7%	31.1%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	26.7%	20.0%	31.1%
COMPUTER TECHNOLOGY	...	20.0%	26.7%	24.4%

**APPENDIX VIII**  
**DETAILED RESULTS FOR MANITOBA**

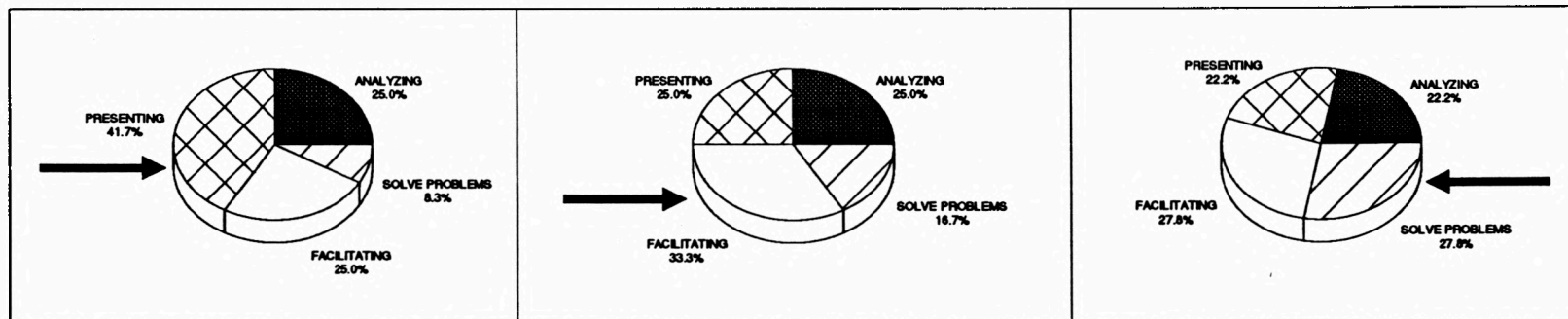
# PRIORIZATION OF TRAINING CATEGORIES FOR MANITOBA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

ANALYZING	...	25.0%	25.0%	22.2%
PRESENTING	...	41.7%	25.0%	22.2%
FACILITATING	...	25.0%	33.3%	27.8%
SOLVING PROBLEMS	...	16.7%	16.7%	27.8%

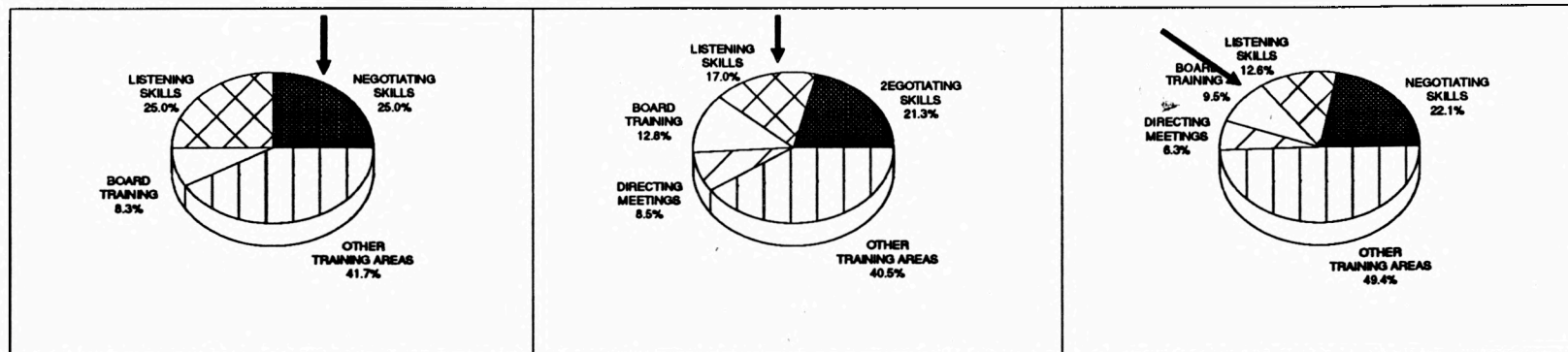
# MOST IMPORTANT TRAINING AREAS FOR MANITOBA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



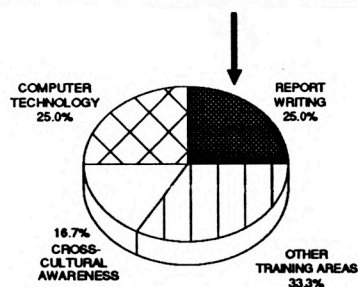
### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	25.0%	21.3%	22.1%
LISTENING SKILLS	...	25.0%	17.0%	12.6%
BOARD TRAINING	...	8.3%	12.8%	9.5%
DIRECTING MEETINGS	...	0.0%	8.5%	6.3%

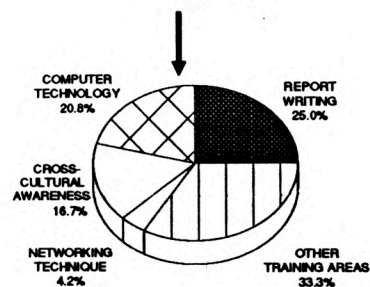
# LEAST IMPORTANT TRAINING AREAS FOR MANITOBA

## SELECTION BY CUMULATIVE DISTRIBUTION

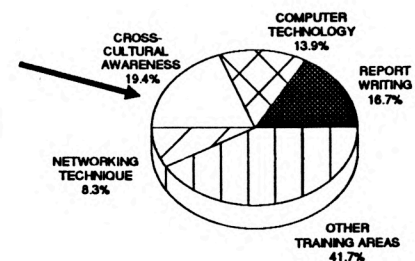
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

REPORT WRITING	...	25.0%	25.0%	16.7%
COMPUTER TECHNOLOGY	...	25.0%	20.8%	13.9%
CROSS-CULTURAL AWARENESS	.	16.7%	16.7%	19.4%
NETWORKING TECHNIQUES	...	0.0%	4.2%	8.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR MANITOBA

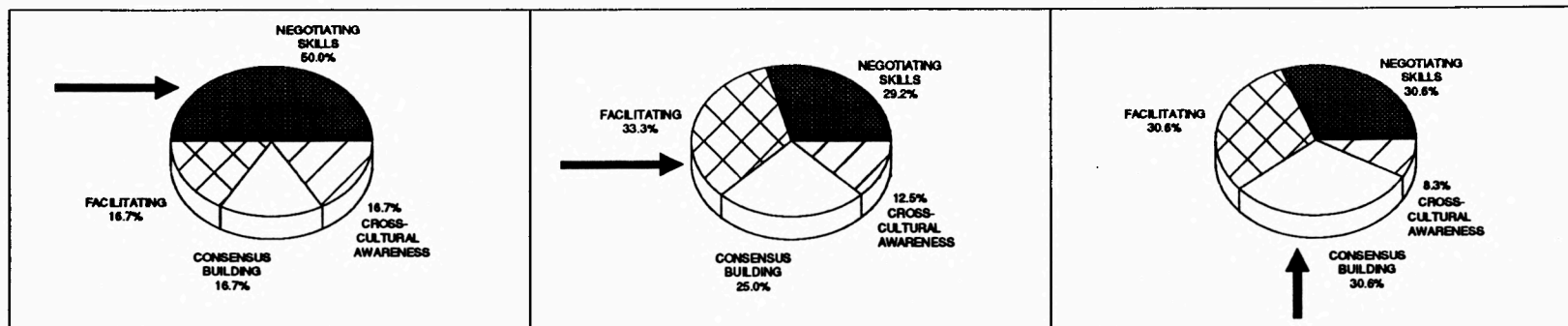
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	50.0%	29.2%	30.6%
FACILITATING	...	16.7%	33.3%	30.6%
CONSENSUS BUILDING	...	16.7%	25.0%	30.6%
CROSS-CULTURAL AWARENESS	.	16.7%	12.5%	8.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR MANITOBA

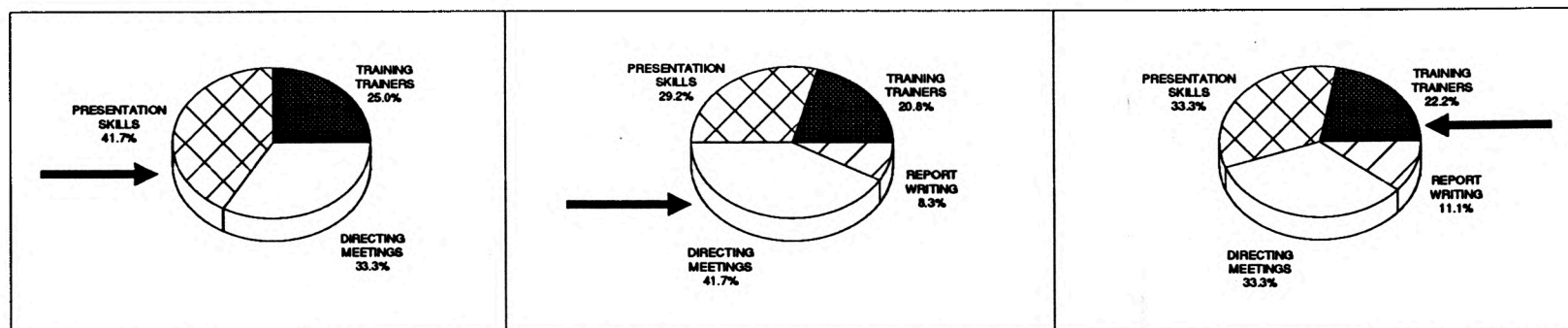
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	25.0%	20.8%	22.2%
PRESENTATION SKILLS	...	41.7%	29.2%	33.3%
DIRECTING MEETINGS	...	33.3%	41.7%	33.3%
REPORT WRITING	...	0.0%	8.3%	11.1%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR MANITOBA

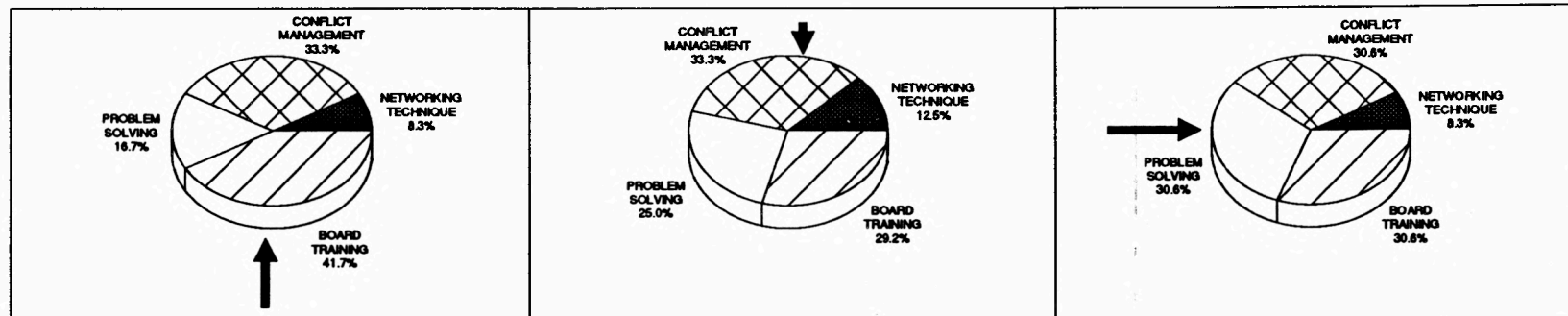
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	8.3%	12.5%	8.3%
CONFLICT MANAGEMENT	...	33.3%	33.3%	30.6%
PROBLEM SOLVING	...	16.7%	25.0%	30.6%
BOARD TRAINING	...	41.7%	29.2%	30.6%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR MANITOBA

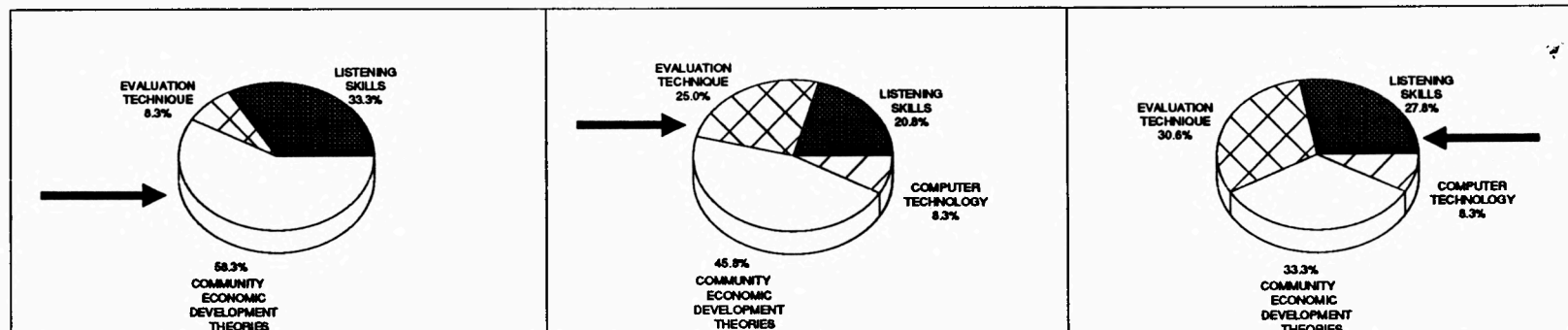
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	33.3%	20.8%	27.8%
EVALUATION TECHNIQUES	...	8.3%	25.0%	30.6%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	58.3%	45.8%	33.3%
COMPUTER TECHNOLOGY	...	0.0%	8.3%	8.3%

**APPENDIX IX**  
**DETAILED RESULTS FOR SASKATCHEWAN**

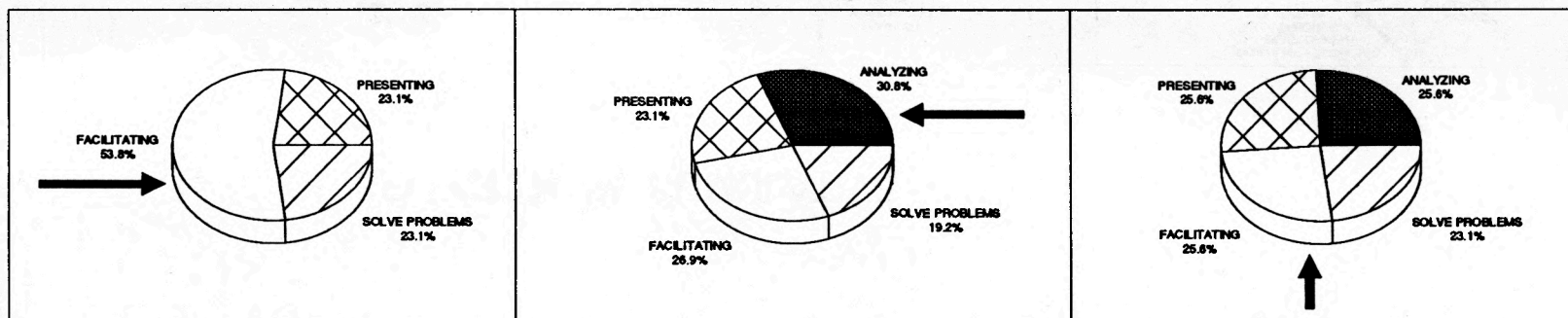
# PRIORIZATION OF TRAINING CATEGORIES FOR SASKATCHEWAN

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



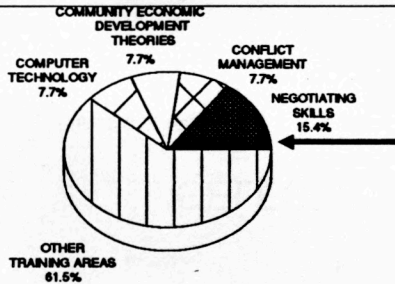
### CUMULATIVE PERCENTAGE

ANALYZING	...	23.1%	30.8%	25.6%
PRESENTING	...	53.8%	23.1%	25.6%
FACILITATING	...	23.1%	26.9%	25.6%
SOLVING PROBLEMS	...	0.0%	19.2%	23.1%

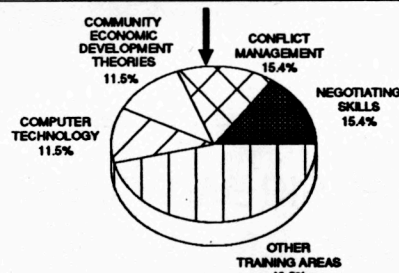
# MOST IMPORTANT TRAINING AREAS FOR SASKATCHEWAN

## SELECTION BY CUMULATIVE DISTRIBUTION

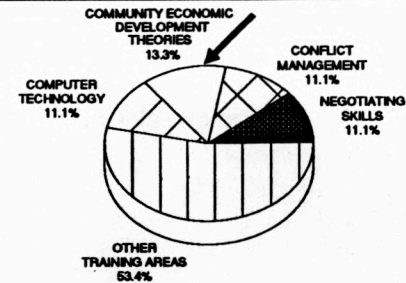
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



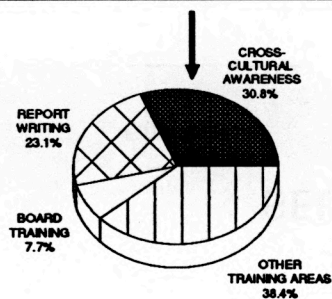
### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	15.4%	15.4%	11.1%
CONFLICT MANAGEMENT	...	7.7%	15.4%	11.1%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	7.7%	11.5%	13.1%
COMPUTER TECHNOLOGY	...	7.7%	11.5%	11.1%

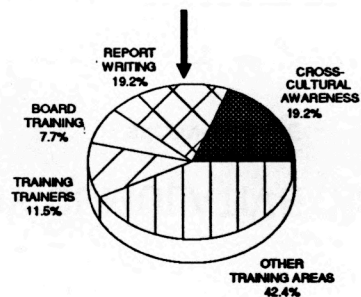
# LEAST IMPORTANT TRAINING AREAS FOR SASKATCHEWAN

## SELECTION BY CUMULATIVE DISTRIBUTION

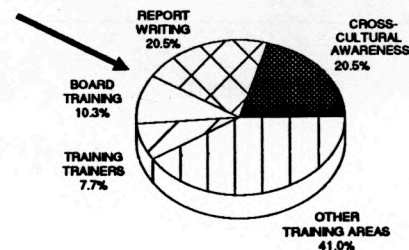
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

CROSS-CULTURAL AWARENESS . .	30.8%	19.2%	20.5%
REPORT WRITING . . .	23.1%	19.2%	20.5%
BOARD TRAINING .	7.7%	7.7%	10.3%
TRAINING TRAINERS . . .	0.0%	11.5%	7.7%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR SASKATCHEWAN

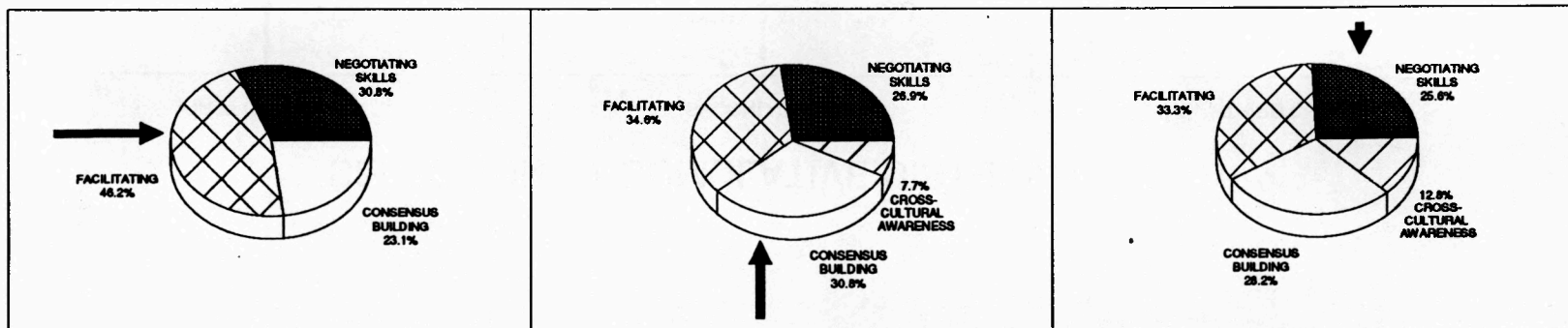
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	30.3%	26.9%	25.6%
FACILITATING	...	46.2%	34.6%	33.3%
CONSENSUS BUILDING	...	23.1%	30.8%	28.2%
CROSS-CULTURAL AWARENESS	.	0.0%	7.7%	12.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR SASKATCHEWAN

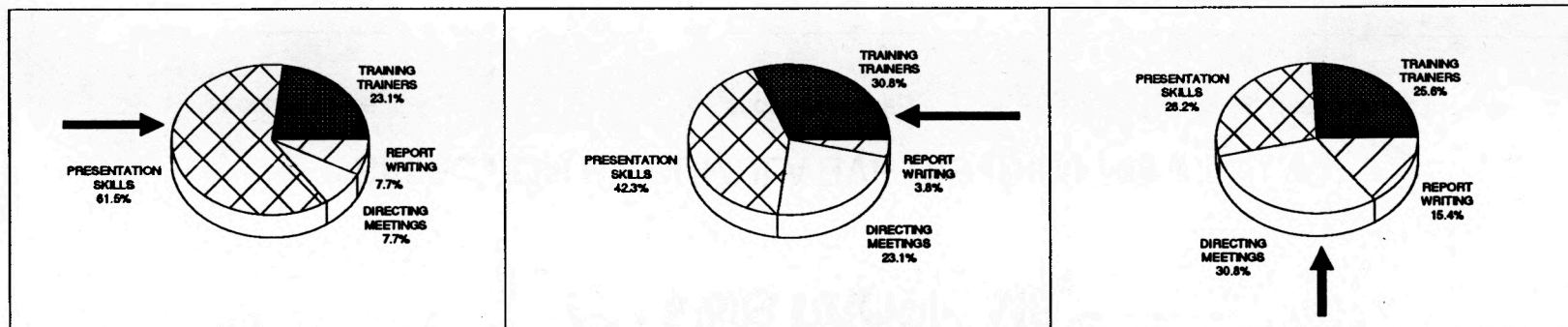
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	23.1%	30.8%	25.6%
PRESENTATION SKILLS	...	61.5%	42.3%	28.2%
DIRECTING MEETINGS	...	7.7%	23.1%	30.8%
REPORT WRITING	...	7.7%	3.8%	15.4%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR SASKATCHEWAN

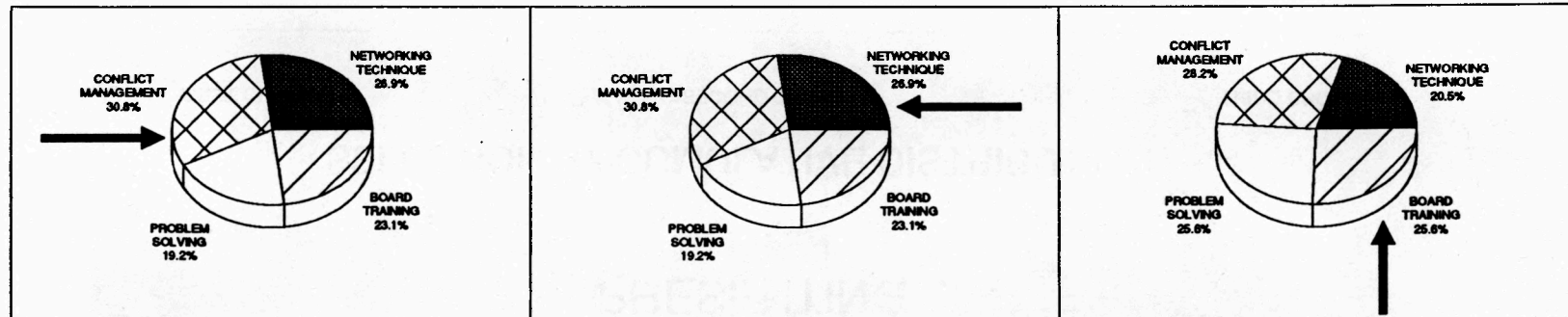
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

SECOND CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	23.1%	26.9%	20.5%
CONFLICT MANAGEMENT	...	30.8%	30.8%	28.2%
PROBLEM SOLVING	...	23.1%	19.2%	25.6%
BOARD TRAINING	...	23.1%	23.1%	25.6%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR SASKATCHEWAN

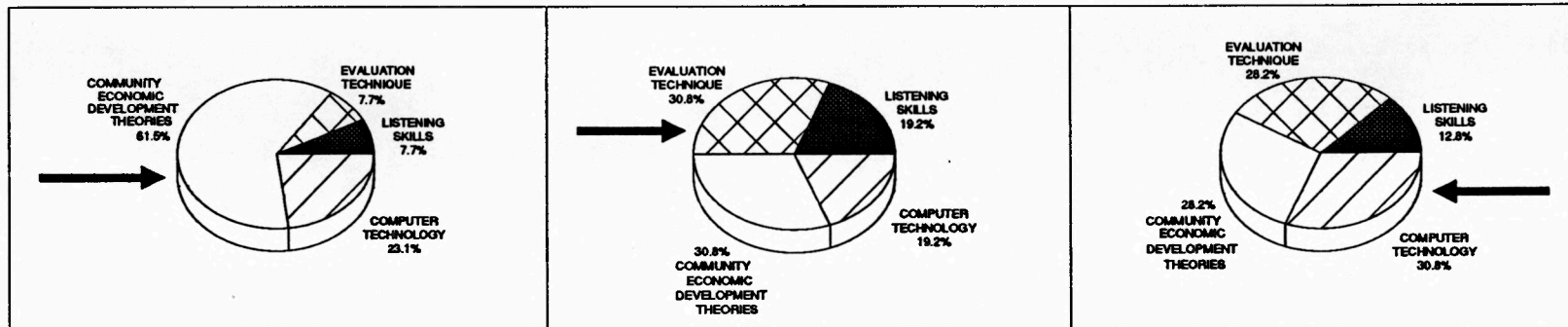
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



		CUMULATIVE PERCENTAGE		
LISTENING SKILLS	...	7.7%	19.2%	12.8%
EVALUATION TECHNIQUES	...	7.7%	30.8%	28.2%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	61.5%	30.8%	28.2%
COMPUTER TECHNOLOGY	...	23.1%	19.2%	30.8%

**APPENDIX X**  
**DETAILED RESULTS FOR ALBERTA**

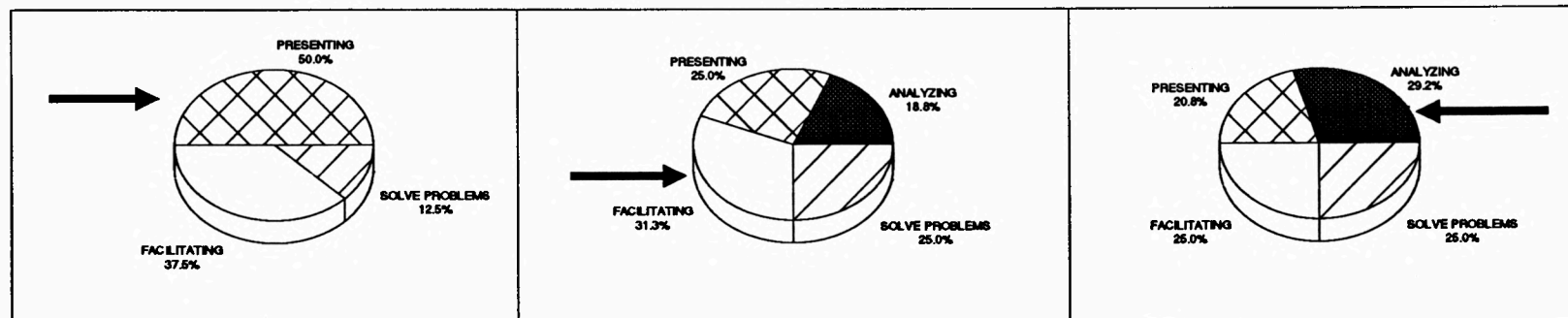
# PRIORIZATION OF TRAINING CATEGORIES FOR ALBERTA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



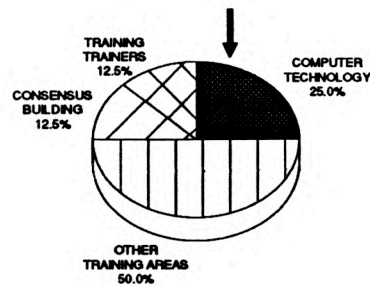
### CUMULATIVE PERCENTAGE

ANALYZING	...	0.0%	18.8%	29.2%
PRESENTING	...	50.0%	25.0%	20.8%
FACILITATING	...	37.5%	31.3%	25.0%
SOLVING PROBLEMS	...	12.5%	25.0%	25.0%

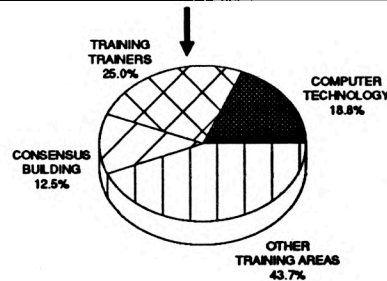
# MOST IMPORTANT TRAINING AREAS FOR ALBERTA

## SELECTION BY CUMULATIVE DISTRIBUTION

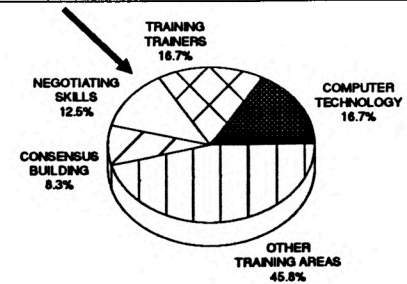
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



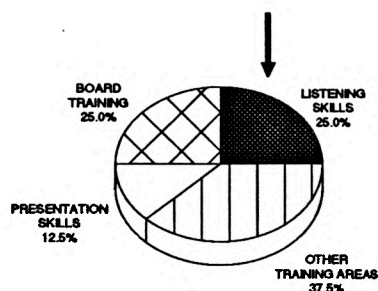
### CUMULATIVE PERCENTAGE

COMPUTER TECHNOLOGY	...	25.0%	18.8%	16.7%
TRAINING TRAINERS	...	12.5%	25.0%	16.7%
NEGOTIATING SKILLS	...	0.0%	0.0%	12.5%
CONSENSUS BUILDING	...	12.5%	12.5%	8.3%

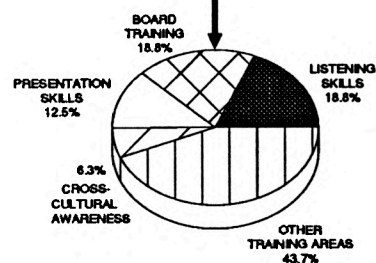
# LEAST IMPORTANT TRAINING AREAS FOR ALBERTA

## SELECTION BY CUMULATIVE DISTRIBUTION

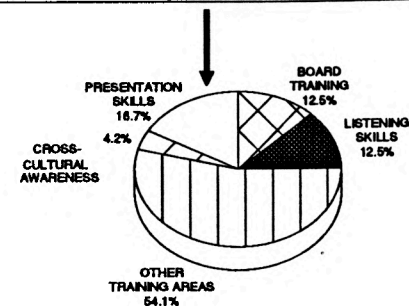
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	25.0%	18.8%	12.5%
BOARD TRAINING	...	25.0%	18.8%	12.5%
PRESENTATION SKILLS	.	12.5%	12.5%	16.7%
CROSS-CULTURAL AWARENESS..	..	0.0%	6.3%	4.2%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ALBERTA

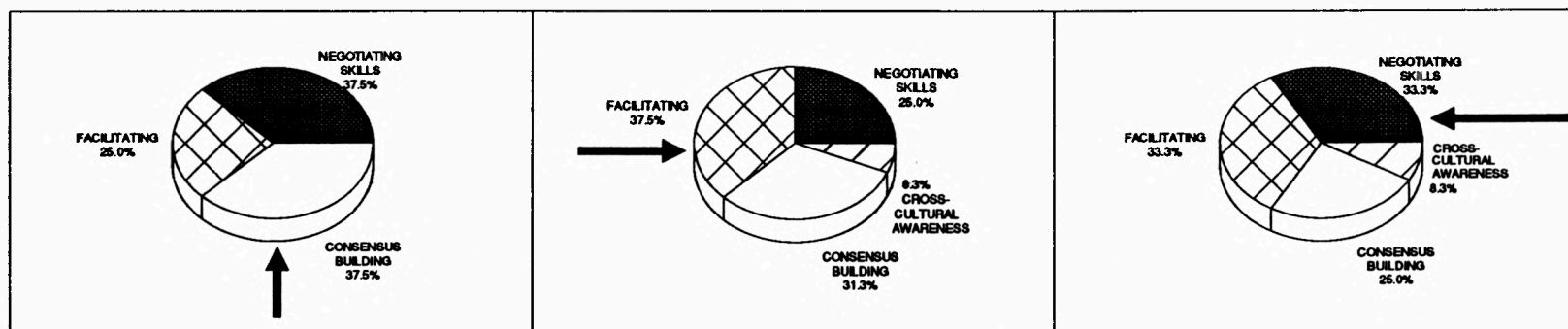
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



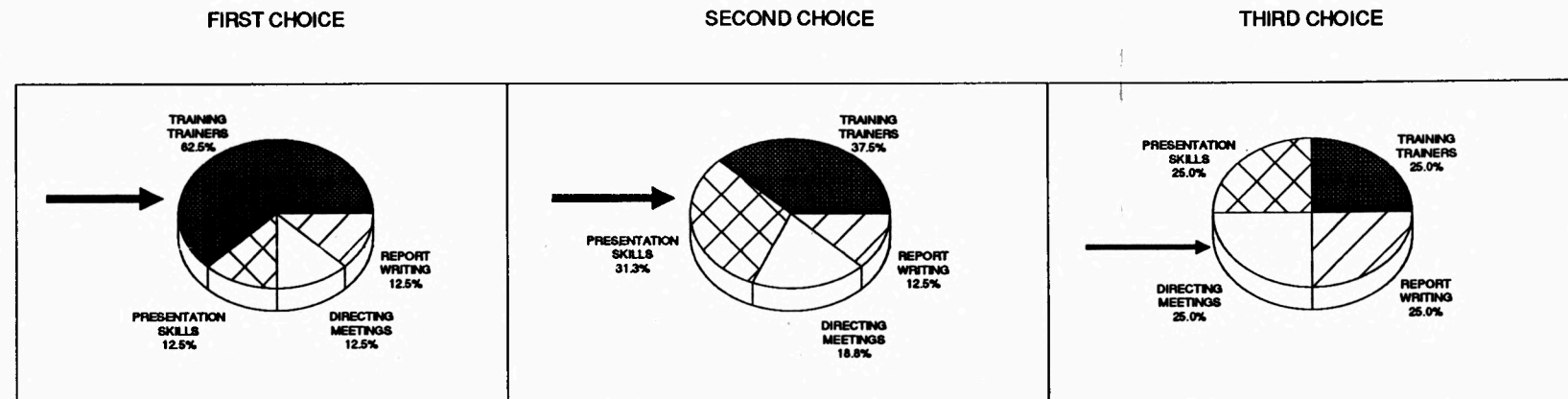
### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	37.5%	25.0%	33.3%
FACILITATING	...	25.0%	37.5%	33.3%
CONSENSUS BUILDING	...	37.5%	31.3%	25.0%
CROSS-CULTURAL AWARENESS	.	0.0%	6.3%	8.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ALBERTA

## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	62.5%	37.5%	25.0%
PRESENTATION SKILLS	...	12.5%	31.3%	25.0%
DIRECTING MEETINGS	...	12.5%	18.8%	25.0%
REPORT WRITING	...	12.5%	12.5%	25.0%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ALBERTA

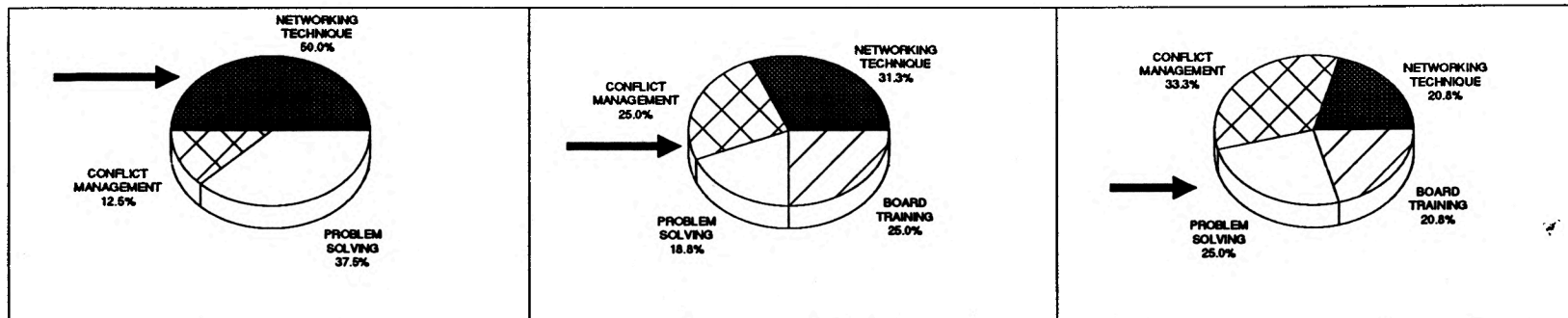
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



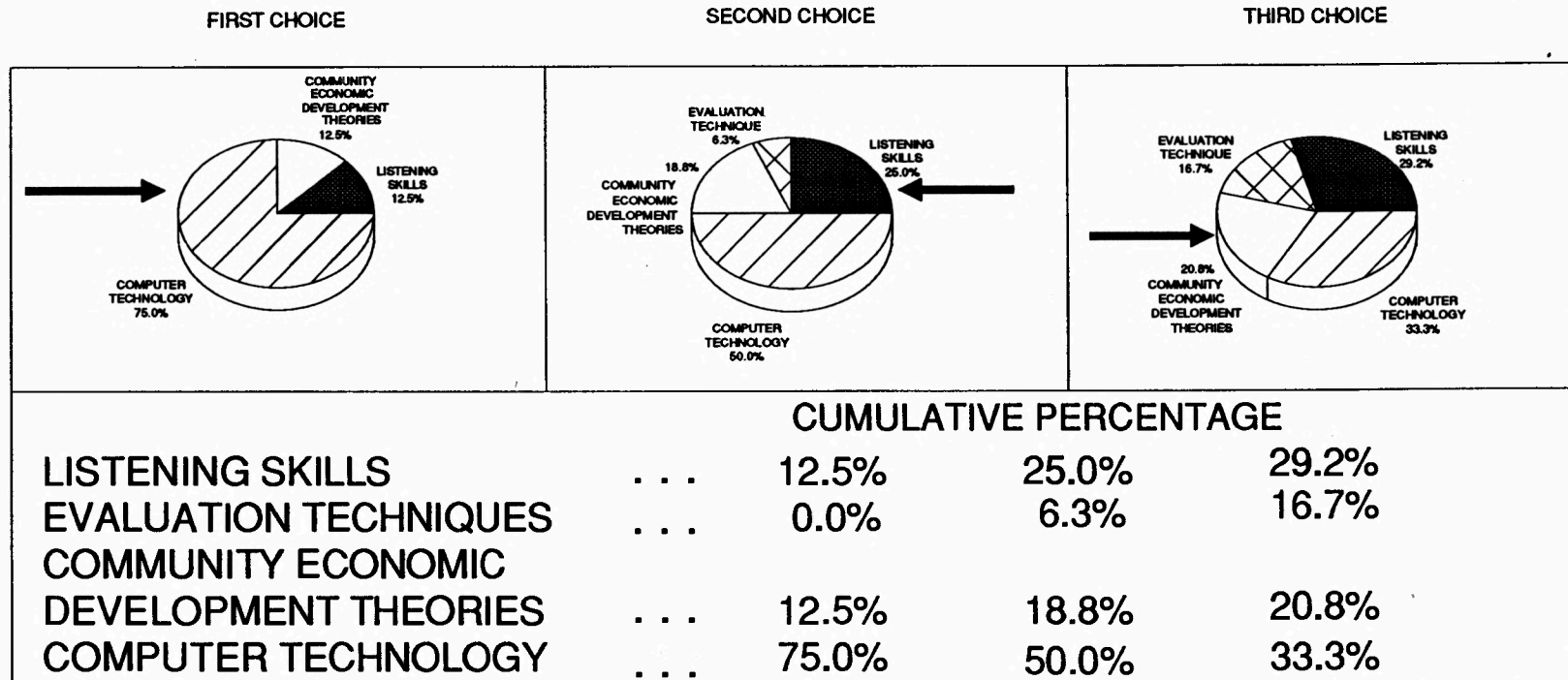
### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	50.0%	31.3%	20.8%
CONFLICT MANAGEMENT	...	12.5%	25.0%	33.3%
PROBLEM SOLVING	...	37.5%	18.8%	25.0%
BOARD TRAINING	...	0.0%	25.0%	20.8%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR ALBERTA

## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION



**APPENDIX XI**

**DETAILED RESULTS FOR BRITISH COLUMBIA**

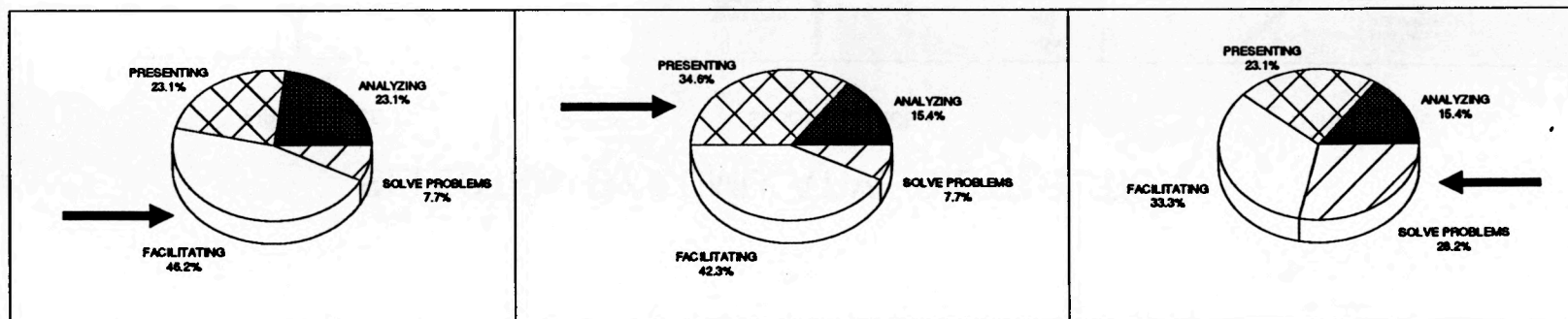
# PRIORIZATION OF TRAINING CATEGORIES FOR BRITISH COLUMBIA

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



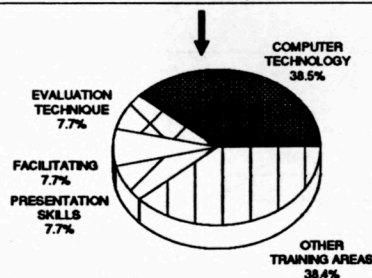
### CUMULATIVE PERCENTAGE

ANALYZING	...	23.1%	15.4%	15.4%
PRESENTING	...	23.1%	34.6%	23.1%
FACILITATING	...	42.3%	42.3%	33.3%
SOLVING PROBLEMS	...	7.7%	7.7%	28.2%

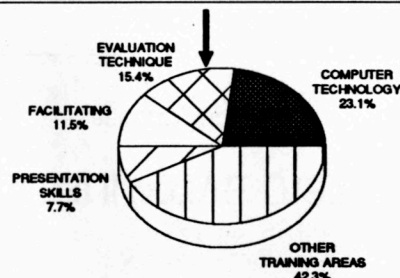
# MOST IMPORTANT TRAINING AREAS FOR BRITISH COLUMBIA

## SELECTION BY CUMULATIVE DISTRIBUTION

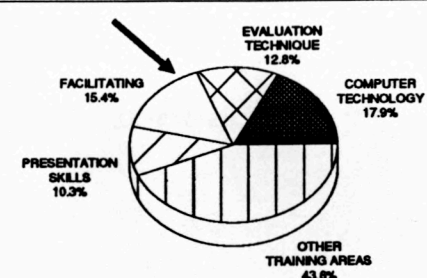
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



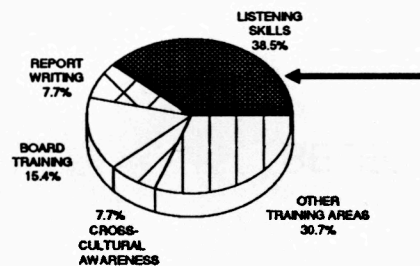
### CUMULATIVE PERCENTAGE

COMPUTER TECHNOLOGY	...	38.5%	23.1%	17.9%
EVALUATION TECHNIQUES	...	7.7%	15.4%	12.8%
FACILITATING	...	11.5%	11.5%	15.4%
PRESENTATION SKILLS	...	7.7%	7.7%	10.3%

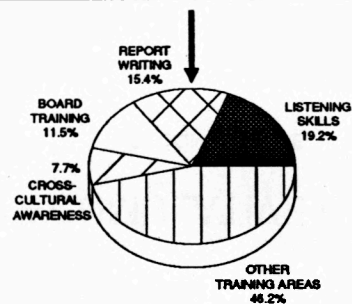
# LEAST IMPORTANT TRAINING AREAS FOR BRITISH COLUMBIA

## SELECTION BY CUMULATIVE DISTRIBUTION

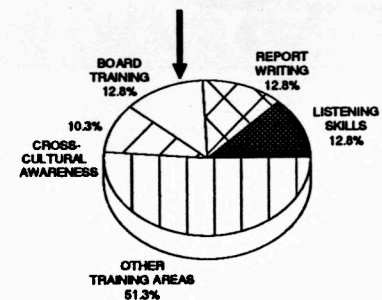
FIRST CHOICE



SECOND CHOICE



THIRD CHOICE



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	38.5%	19.2%	12.8%
REPORT WRITING	...	7.7%	15.4%	12.8%
BOARD TRAINING	...	15.4%	11.5%	12.8%
CROSS-CULTURAL AWARENESS..	...	7.7%	7.7%	10.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR BRITISH COLUMBIA

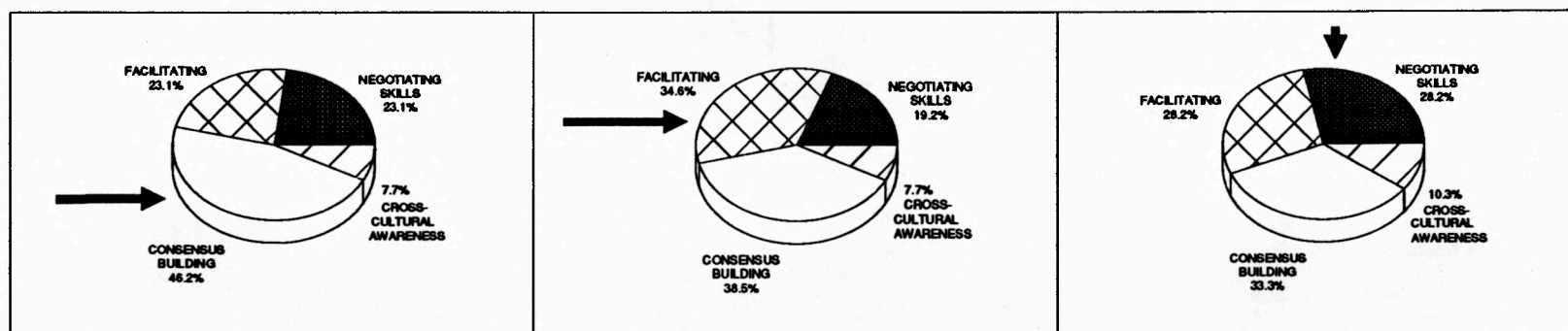
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	23.1%	19.2%	28.2%
FACILITATING	...	23.1%	34.6%	28.2%
CONSENSUS BUILDING	...	46.2%	38.5%	33.3%
CROSS-CULTURAL AWARENESS	.	7.7%	7.7%	10.3%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR BRITISH COLUMBIA

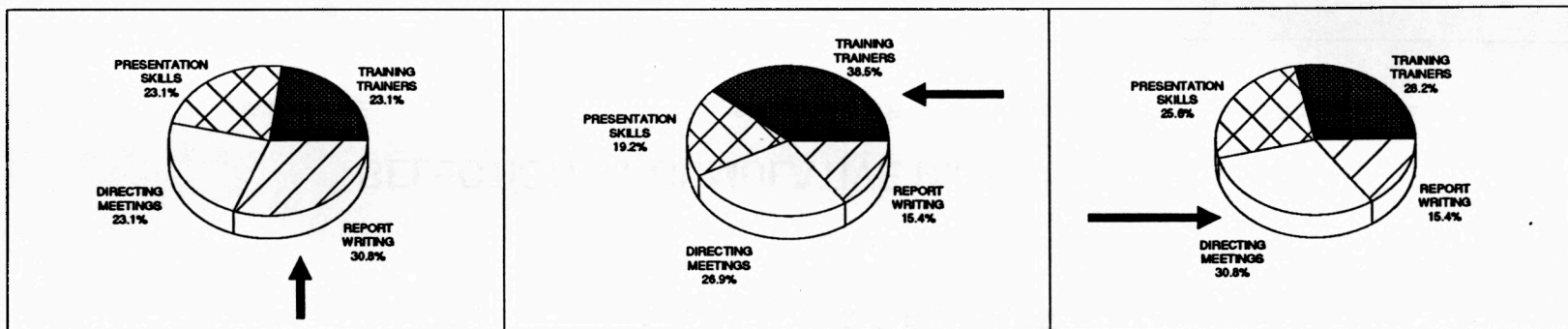
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	23.1%	38.5%	28.2%
PRESENTATION SKILLS	...	23.1%	19.2%	25.6%
DIRECTING MEETINGS	...	23.1%	26.9%	30.8%
REPORT WRITING	...	30.8%	15.4%	15.4%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR BRITISH COLUMBIA

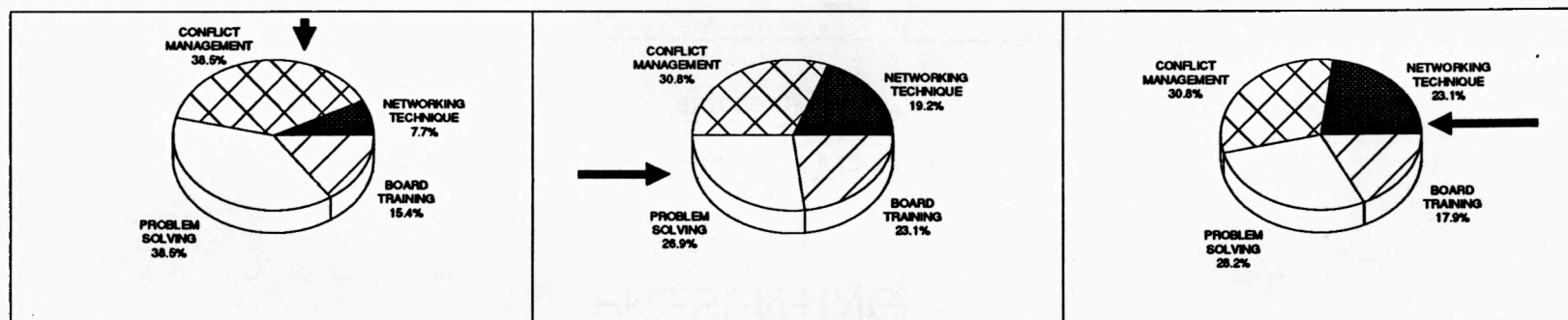
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	7.7%	19.2%	23.1%
CONFLICT MANAGEMENT	...	38.5%	30.8%	30.8%
PROBLEM SOLVING	...	38.5%	26.9%	28.2%
BOARD TRAINING	...	15.4%	23.1%	17.9%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR BRITISH COLUMBIA

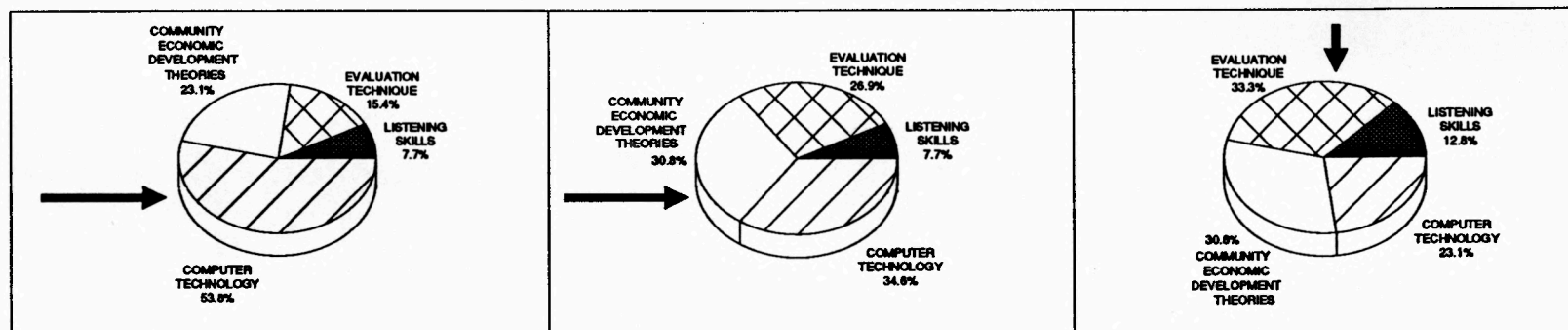
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



	CUMULATIVE PERCENTAGE			
LISTENING SKILLS	...	7.7%	7.7%	12.8%
EVALUATION TECHNIQUES	...	15.4%	26.9%	33.3%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	23.1%	30.8%	30.8%
COMPUTER TECHNOLOGY	...	53.8%	34.6%	23.1%

**APPENDIX XII**

**DETAILED RESULTS FOR THE YUKON TERRITORY**

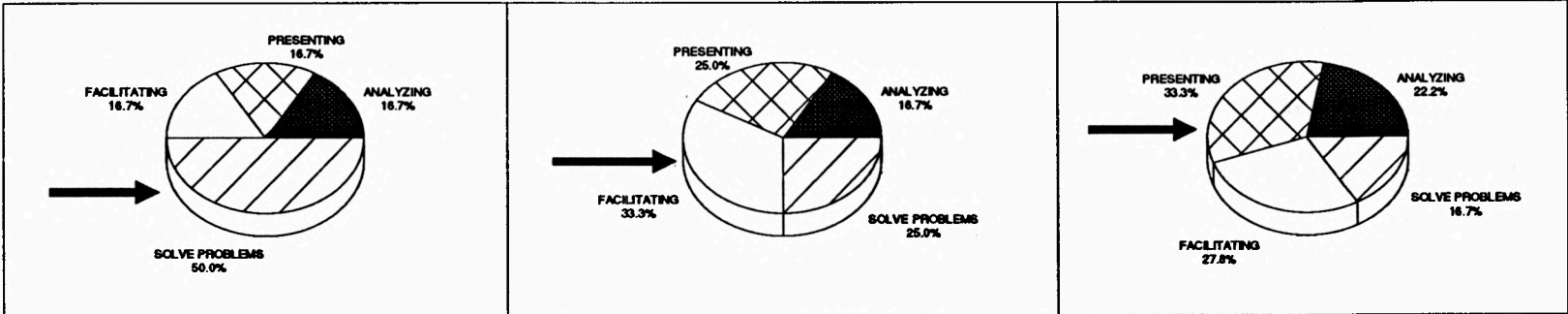
# PRIORIZATION OF TRAINING CATEGORIES FOR THE YUKON TERRITORY

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

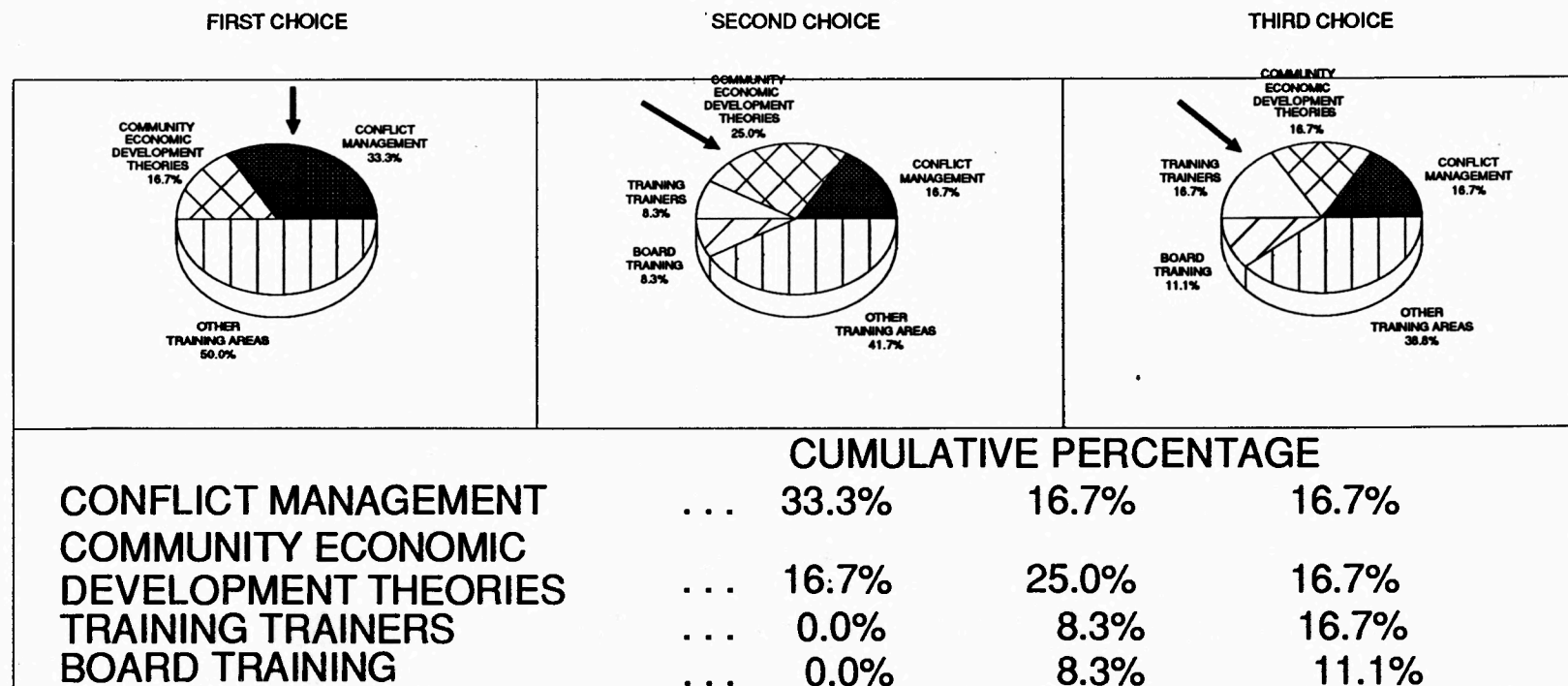
THIRD CHOICE



		CUMULATIVE PERCENTAGE		
ANALYZING	...	16.7%	16.7%	22.2%
PRESENTING	...	16.7%	25.0%	33.3%
FACILITATING	...	16.7%	33.3%	27.8%
SOLVING PROBLEMS	...	50.0%	25.0%	16.7%

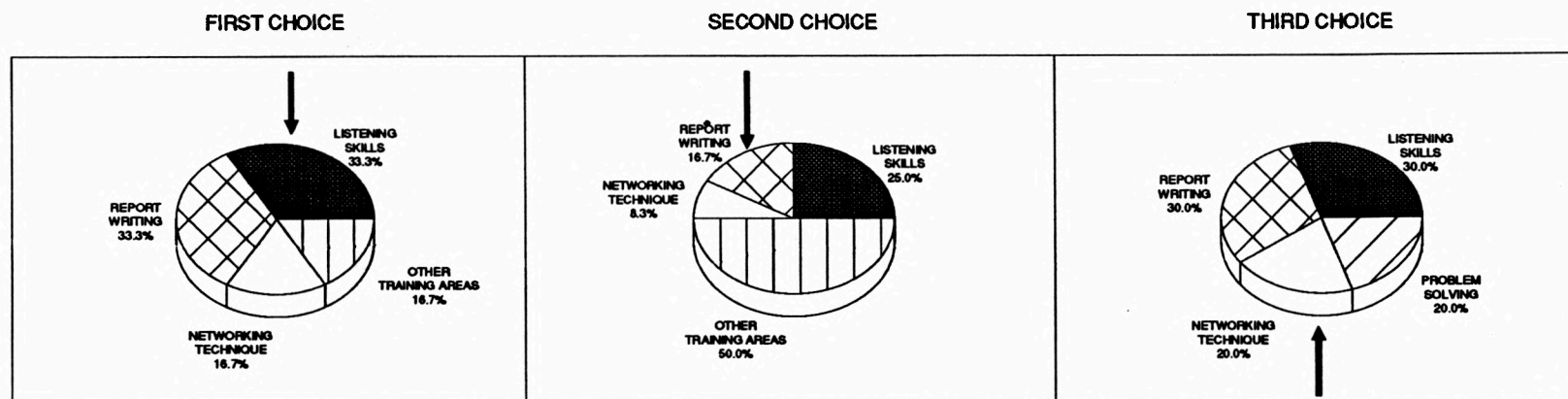
# MOST IMPORTANT TRAINING AREAS FOR THE YUKON TERRITORY

## SELECTION BY CUMULATIVE DISTRIBUTION



# LEAST IMPORTANT TRAINING AREAS FOR THE YUKON TERRITORY

## SELECTION BY CUMULATIVE DISTRIBUTION



### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	33.3%	25.0%	15.7%
REPORT WRITING	...	33.3%	16.7%	10.4%
NETWORKING TECHNIQUES	.	16.7%	8.3%	20.0%
PROBLEM SOLVING	...	0.0%	0.0%	20.0%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE YUKON TERRITORY

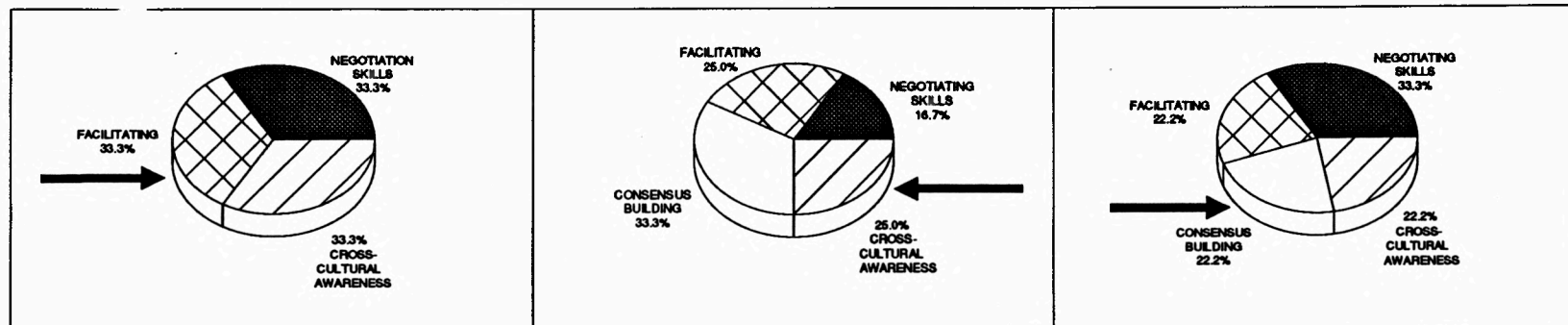
## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NEGOTIATING SKILLS	...	33.3%	16.7%	33.3%
FACILITATING	...	33.3%	25.0%	22.2%
CONSENSUS BUILDING	...	0.0%	33.3%	22.2%
CROSS-CULTURAL AWARENESS	.	33.3%	25.0%	22.2%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE YUKON TERRITORY

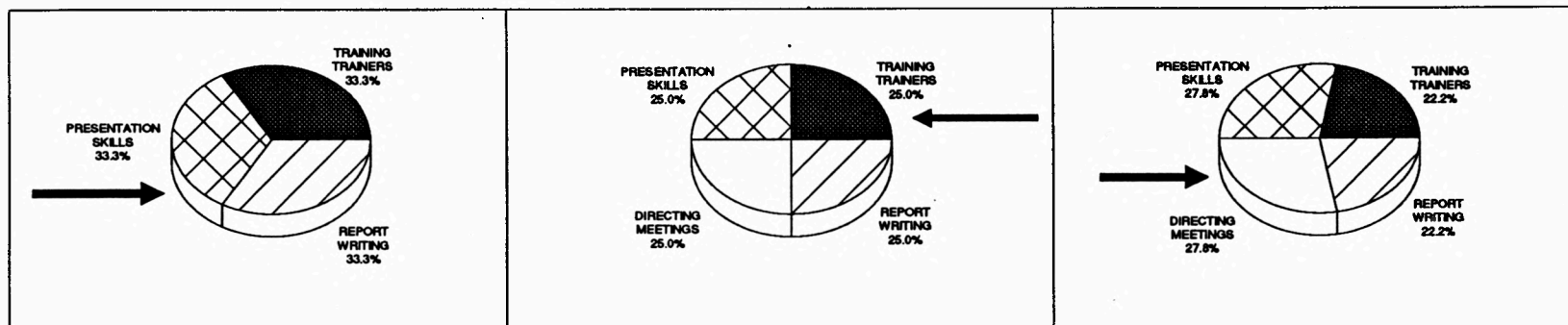
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	33.3%	25.0%	22.2%
PRESENTATION SKILLS	...	33.3%	25.0%	27.8%
DIRECTING MEETINGS	...	0.0%	25.0%	27.8%
REPORT WRITING	...	33.3%	25.0%	22.2%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE YUKON TERRITORY

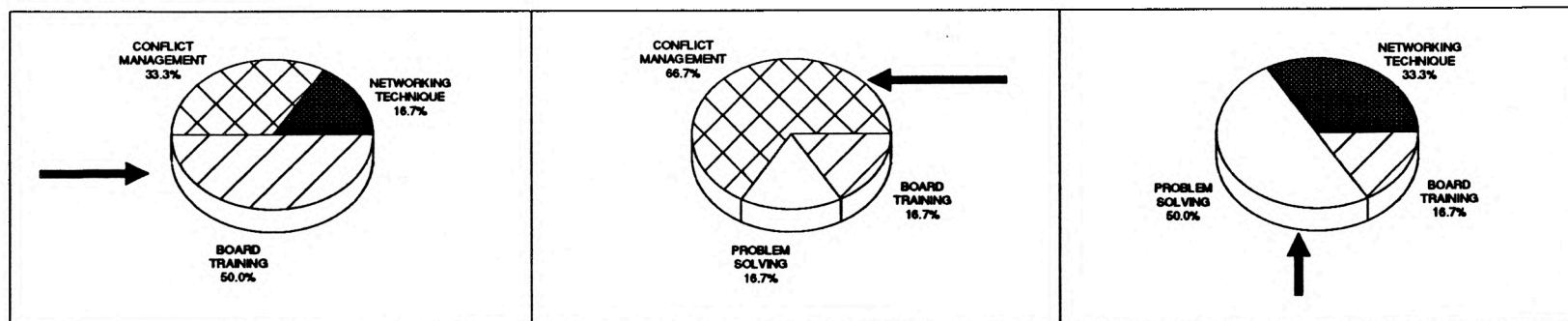
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	16.7%	0.0%	33.3%
CONFLICT MANAGEMENT	...	33.3%	66.7%	0.0%
PROBLEM SOLVING	...	0.0%	16.7%	50.0%
BOARD TRAINING	...	50.0%	16.7%	16.7%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE YUKON TERRITORY

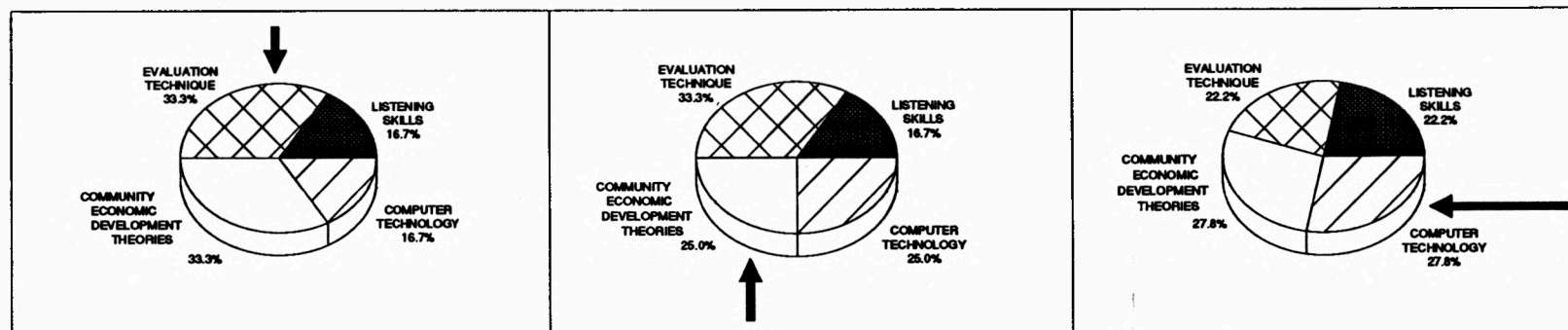
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	16.7%	16.7%	22.2%
EVALUATION TECHNIQUES	...	33.3%	33.3%	22.2%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	33.3%	25.0%	27.8%
COMPUTER TECHNOLOGY	...	16.7%	25.0%	27.8%

**APPENDIX XIII**  
**DETAILED RESULTS FOR THE NORTHWEST TERRITORIES**

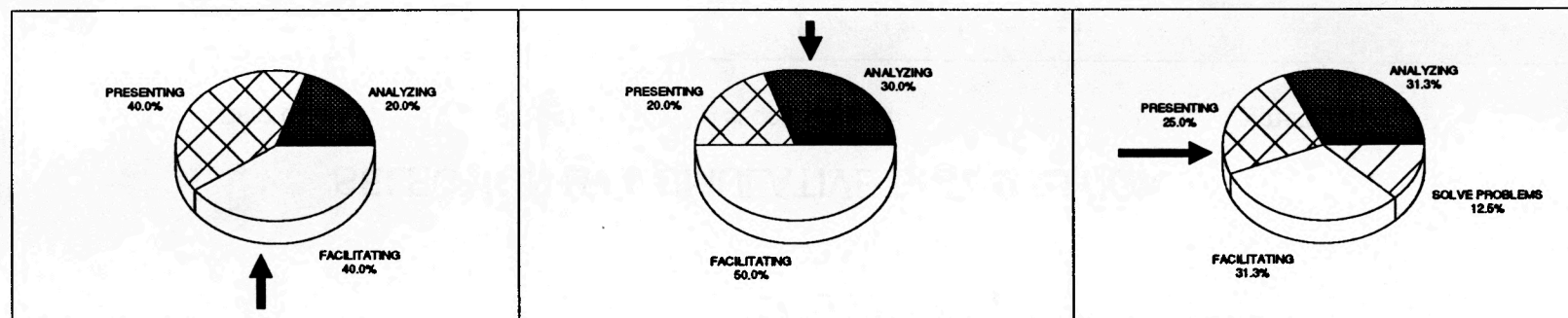
# PRIORIZATION OF TRAINING CATEGORIES FOR THE NORTHWEST TERRITORIES

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

ANALYZING	...	20.0%	30.0%	31.3%
PRESENTING	...	40.0%	20.0%	25.0%
FACILITATING	...	40.0%	50.0%	31.3%
SOLVING PROBLEMS	...	0.0%	0.0%	12.5%

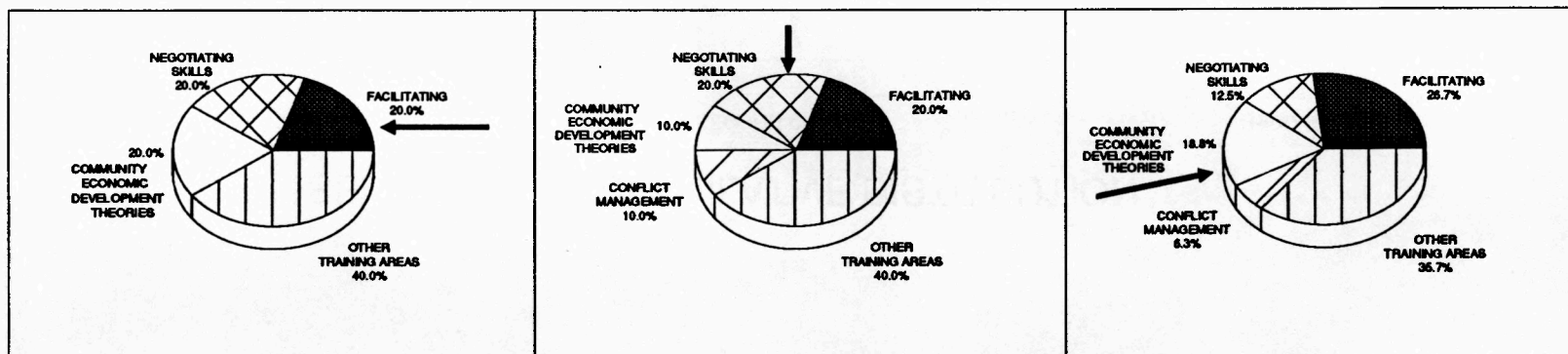
# MOST IMPORTANT TRAINING AREAS FOR THE NORTHWEST TERRITORIES

## SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

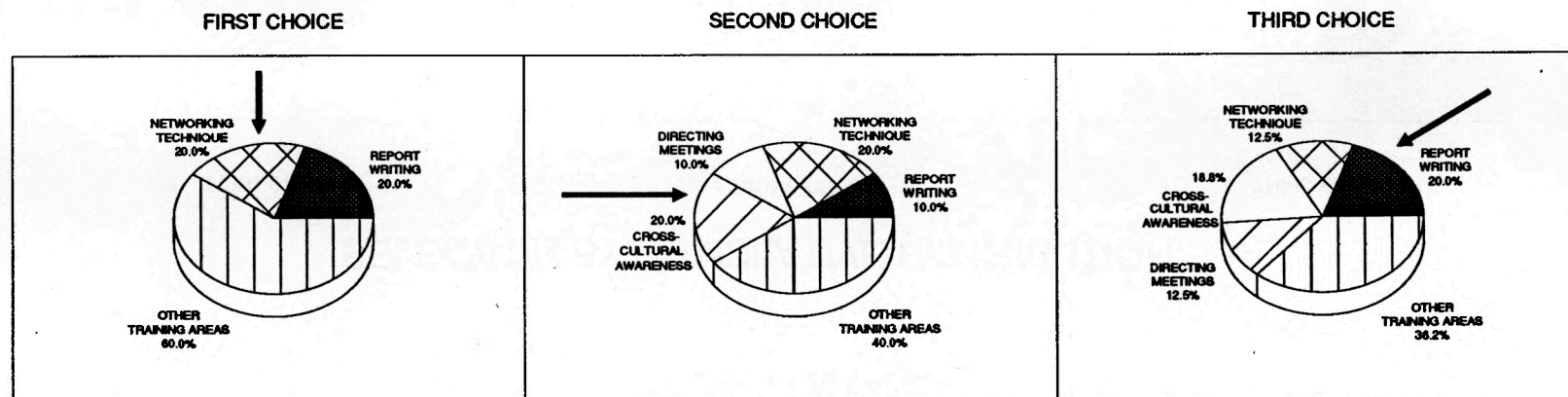
THIRD CHOICE



		CUMULATIVE PERCENTAGE		
FACILITATING	...	20.0%	20.0%	26.7%
NEGOTIATING SKILLS	...	20.0%	20.0%	12.5%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	20.0%	10.0%	18.8%
CONFLICT MANAGEMENT	...	0.0%	10.0%	6.3%

# LEAST IMPORTANT TRAINING AREAS FOR THE NORTHWEST TERRITORIES

## SELECTION BY CUMULATIVE DISTRIBUTION



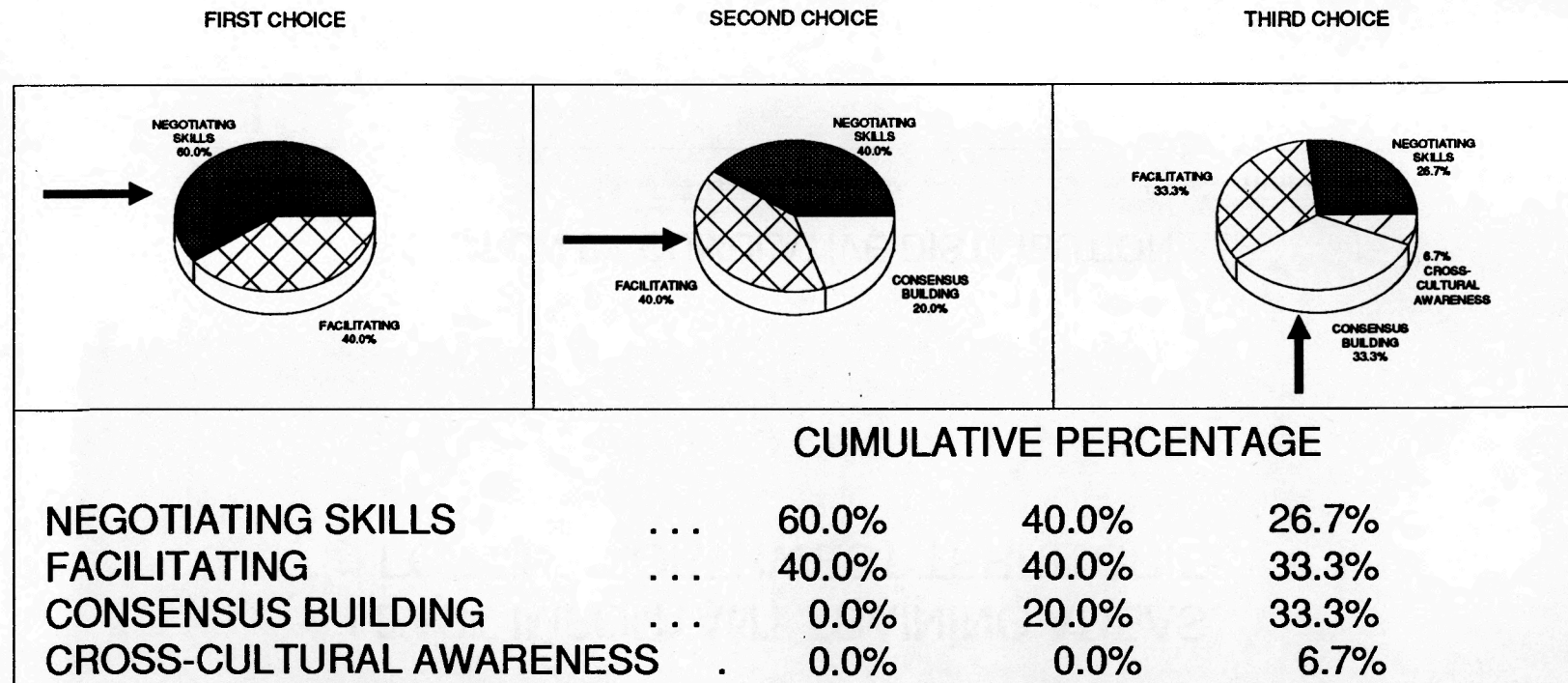
### CUMULATIVE PERCENTAGE

REPORT WRITING	...	20.0%	10.0%	20.0%
NETWORKING TECHNIQUES	...	20.0%	20.0%	12.5%
DIRECTING MEETINGS	.	0.0%	10.0%	18.8%
CROSS-CULTURAL AWARENESS...		0.0%	20.0%	12.5%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NORTHWEST TERRITORIES

## THIRD CATEGORY: FACILITATING

### SELECTION BY CUMULATIVE DISTRIBUTION



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NORTHWEST TERRITORIES

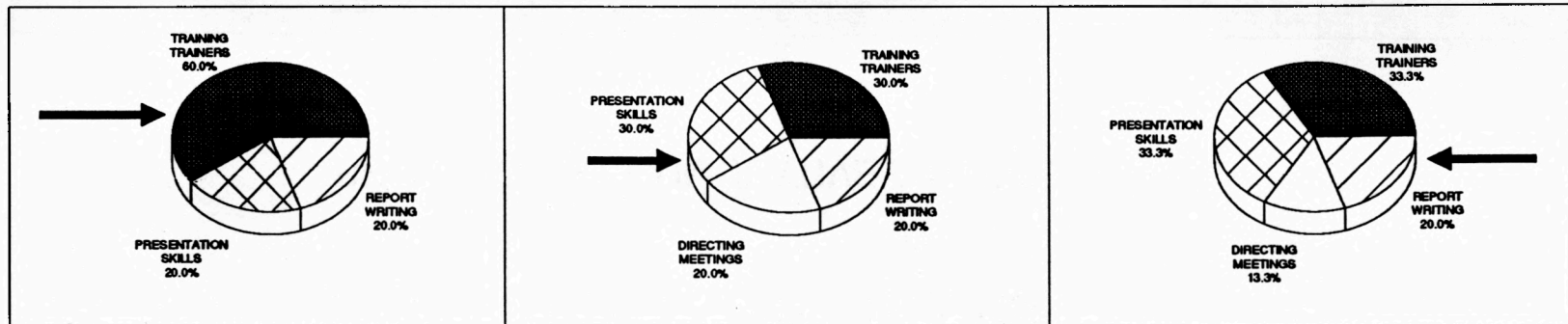
## SECOND CATEGORY PRESENTING :

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

TRAINING FOR TRAINERS	...	60.0%	30.0%	33.3%
PRESENTATION SKILLS	...	20.0%	30.0%	33.3%
DIRECTING MEETINGS	...	0.0%	20.0%	13.3%
REPORT WRITING	...	20.0%	20.0%	20.0%



# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NORTHWEST TERRITORIES

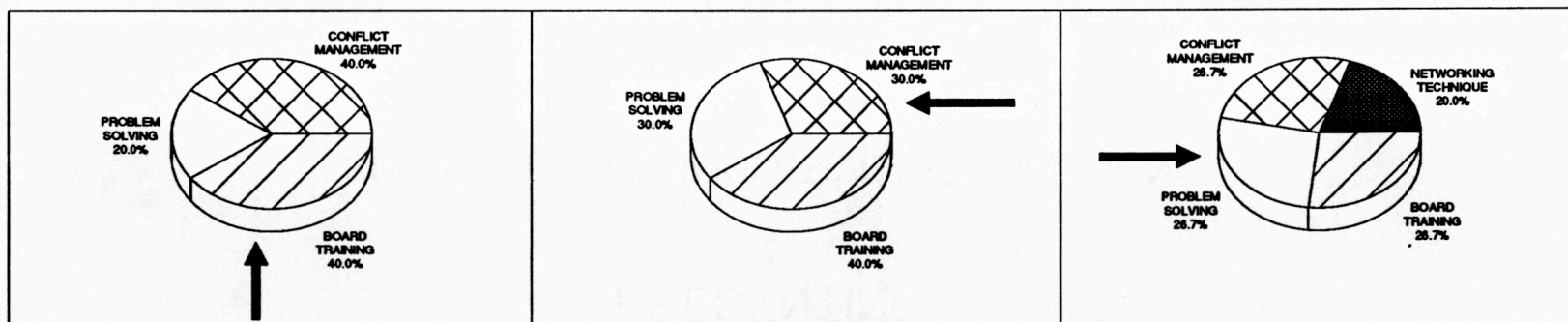
## FOURTH CATEGORY: SOLVING PROBLEMS

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



### CUMULATIVE PERCENTAGE

NETWORKING TECHNIQUES	...	0.0%	0.0%	20.0%
CONFLICT MANAGEMENT	...	40.0%	30.0%	26.7%
PROBLEM SOLVING	...	20.0%	30.0%	26.7%
BOARD TRAINING	...	40.0%	40.0%	26.7%

# PRIORIZATION OF TRAINING AREAS BY CATEGORY FOR THE NORTHWEST TERRITORIES

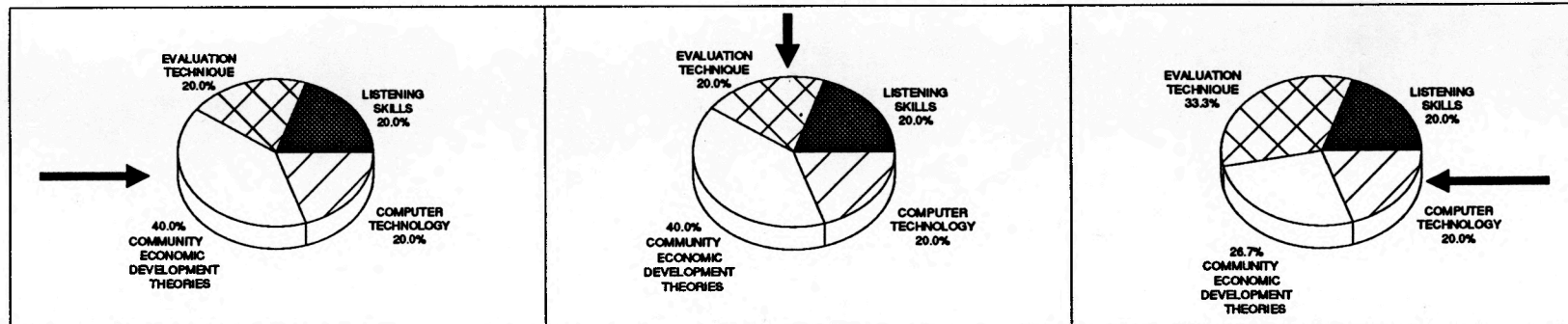
## FIRST CATEGORY: ANALYZING

### SELECTION BY CUMULATIVE DISTRIBUTION

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE



#### CUMULATIVE PERCENTAGE

LISTENING SKILLS	...	20.0%	20.0%	20.0%
EVALUATION TECHNIQUES	...	20.0%	20.0%	33.3%
COMMUNITY ECONOMIC DEVELOPMENT THEORIES	...	40.0%	40.0%	26.7%
COMPUTER TECHNOLOGY	...	20.0%	20.0%	20.0%

## Notes sur les œuvres

### Les habitants de la Côte Ouest

(Photo en bas à gauche)

Les Indiens qui demeurent présentement le long de la Côte Ouest du Canada sont de la même descendance d'habiles marins qui ont navigué sur l'océan du Nord Pacifique, bien avant l'arrivée des Européens, dans des canots taillés à la main. Afin d'assurer leur subsistance, ces habitants affrontaient quotidiennement les risques d'une région fréquemment appelée le "cimetière marin du Pacifique". Le "Westcoasters" est un hommage visuel pittoresque à la volonté indomptable et courageuse des habitants de la Côte Ouest.

## et sur les artistes ...

### Roy Henry Vickers

Roy Henry Vickers, un Tsimshian de la Côte, a passé son enfance à Kitkatla, un ancien village Indien situé sur une île à l'embouchure de la rivière Skeena en Colombie-Britannique. Plus tard, sa famille s'installa dans la région de Victoria où il suivit des classes d'art. Il ne pouvait pas comprendre les peintres européens et les "grands maîtres". Ainsi donc, il se tourna vers l'art de son patrimoine Tsimshian et c'est ici qu'il découvrit sa créativité.

Dans peu de temps, ses œuvres d'art donnèrent de grandes espérances et il fut admis à l'institution "Gitanmax School or Northwest Coast Indian Art" à Ksan, Hazelton en Colombie-Britannique. Suite à deux années d'études sérieuses à Gitanmax, Roy a évolué en un artiste de forte compétence et possédant une aptitude prononcée à sensiblement marier les formes contemporaines et traditionalistes. (Roy est aussi un talentueux conférencier à l'Université et acteur de télévision.) Ses sculptures et peintures font partie des grandes collections publiques et privées au Canada, aux États-Unis et au Japon.

### Creation

(Photo du milieu)

Si nous utilisons les paroles de cet artiste "... les créations significatives sont guidées par les œuvres du Créateur et sont considérées sacrées. C'est de la nature que les peuples autochtones adoptent le symbolisme." Ainsi, la "Création" devint la première de ses peintures Iroquoises. C'est un œuvre qui décrit en symboles physiques une vision d'anciens concepts spirituels Iroquois : l'île Tortue — la Terre, le Grand Arbre de la Paix — Fraternité et Unité, l'Aigle Gardien — le Gardiennage du Créateur, et le Soleil — notre Frère Aîné.

### Arnold Jacobs

Arnold Jacobs est un artiste Iroquois des Six Nations qui se révèle en tant qu'interprète et historien de la culture abondante de son peuple. Suite à ses études en art spécialisé à l'école Central Technical de Toronto, Arnold continua de développer ses techniques distinctes au cours de treize ans d'expérience dans le domaine de l'art commercial. Ses travaux sont reconnus au niveau international.

L'expression créative d'Arnold est centrée sur les symboles de la terre et du ciel — tels que les eaux, les quatre vents, le tonnerre et le soleil. Pour lui, ces éléments et phénomènes vitaux sont aussi des forces spirituelles qui devraient nous inspirer une juste reconnaissance au Créateur.

*\*Traduction:*

*"... meaningful traditions are governed by the works of the Creator, and are believed to be sacred. It is from nature that the Native peoples adopt symbolism.*

### "The Goose and the Mink"

(Photo en haut à droite)

L'oie et la martre du Nord offrent une représentation vive symbolisant la lutte interminable et universelle entre le bien et le mal, les forces de la vie et de la mort.

Nous voyons dans la création animée et inanimée — dans celle de la proie et du prédateur ainsi que dans les variations entre les soleils éclairci et obscurci — une accentuation du conflit continué entre ces forces et le sentier qui les divise.

### Jackson Beardy

Jackson Beardy est le cinquième fils d'une famille de 13 dans la communauté indienne isolée d'Island Lake quelques 600 kilomètres au nord de Winnipeg au Manitoba.

À l'âge de 7 ans, il fut privé de son chez-lui et de son langage et passa douze années désorientées et traumatisantes dans un pensionnat. Jackson a donc vécu son adolescence à lutter pour se réconcilier avec les deux mondes des Indiens et des Blancs. C'est à ce temps-là qu'il partit vers le Nord en vue de réapprendre les usages et les préceptes de son peuple.

Plus tard, méconnu et ne connaissant aucun autre artiste Indien au Canada, il développa une forme d'art particulière décrivant les légendes traditionnelles et la nature en images créatives, symboliques et d'une coloration unique. Avec le temps, ses peintures ont pris place parmi les collections reconnues à travers l'Amérique du Nord et l'Europe. Sa mort récente en décembre 1984 fut une perte déplorable pour le Canada.