

**JOHNSON  
SHOYAMA**



**GRADUATE SCHOOL OF PUBLIC POLICY**

**UREGINA ▾ USASK**

**FALL 2020**



**ONLINE POLICY WORKSHOP SERIES**

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## Registration Launch

- All Fall 2020 workshops will be delivered online. Each workshop includes a live video session and an online curriculum that will be distributed to participants the week prior to the live video session. The online curriculum may include videos, discussion questions, assignments, pre-readings, and recorded presentations.
- Full day workshops include an online curriculum and two live video sessions. Participants must be able to attend both video sessions to receive credit for a full day workshop.
- Registration for executive government (ministry) employees opens on Monday, June 15 @ 1 pm. Registration will only be accepted in Learn.
- Any executive government employees can register for JSGS workshops with manager approval - so feel free to share this information with colleagues.
- Registration for Treasury Board Crown participants opens on Wednesday, June 17 @ 1 pm. Registration will only be accepted in Learn.
- Registration for public servants external to the Government of Saskatchewan opens on Thursday, June 18 @ 1 pm. The registration link for external public servants will be posted on the [JSGS website](#).
- See pages 12-13 for details of our registration process.

### Frequently Asked Questions:

#### 1. Who is the audience for the Policy Workshop Series?

The target audience for the Policy Workshop Series is public sector employees who are directly involved in various aspects of development and implementation of public policy or who manage and provide oversight of the policy process.

Public sector organizations include provincial, federal, and municipal governments, Crown organizations, Indigenous organizations and governments, universities and other educational institutions, and non-profits. If you are unsure if you are eligible to attend, please contact us.

#### 2. How do I know when I have earned my certificate?

Policy Certificates are earned by attending the equivalent of six full days of training. Two half day workshops equal one full day of training. Please note that online offerings of the policy workshop series are worth the same as an in-person workshop.

Participants are responsible for tracking their completed workshops. Participants with access to Learn can view their workshops by clicking the "classes" tab in their Learn profile.

**Additional questions about JSGS Policy Workshops can be directed to:  
Sharri Dewey, JSGS Program Coordinator: [sharri.dewey@uregina.ca](mailto:sharri.dewey@uregina.ca)**

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### One offering:

September 2, 2020 1:00 p.m. - 3:30 p.m.

## INNOVATION

What is innovation really and what is its place in the public sector? This workshop begins by defining innovation and examining types of innovation. We will explore the different types of innovation as well as the compelling reasons for governments to emphasize and encourage innovation in services and programs. You will explore the unique challenges that public sector innovators are faced with and consider different approaches to address these challenges. The emphasis will be on execution, as the focus is to increase the odds of success in a field that experiences a high failure rate. Learning from failures and managing change are important components to consider for public servants striving for innovation.

By the end of this workshop you will:

- understand the compelling forces that are driving the public sector to an innovation agenda;
- identify the key predictors of implementing a successful innovation strategy; and,
- be able to apply a planning process that is appropriate for your context and resources.

### One offering:

September 9, 2020 9:00 a.m. - 11:30 a.m.

## **\*NEW\*** POLICY LESSONS FROM COVID-19

The role of government during the COVID-19 pandemic has been stretched and moved to action unlike anything this generation has seen. Once the immediate crisis abates, we are going to have to adjust the Canadian public policy framework to reflect a new social, economic, and financial environment – one that re-prioritizes our public policy objectives to address the gaps that have been identified.

As stated by António Guterres, United Nations Secretary-General, “When we get past this crisis, which we will, we will face a choice. We can go back to the world as it was before or deal decisively with those issues that make us all unnecessarily vulnerable to crises.” What should public servants consider as they address the short, medium, and long-term challenges that were exposed by COVID-19, in light of an environment that has been changed forever?

By the end of this workshop you will:

- understand some of the key changes Canadians and their governments are facing as a result of COVID-19;
- consider how policy development and implementation mid- and post-pandemic will need to be more innovative, flexible, and broad based;
- identify strategies and skills that should be on hand for addressing policy challenges in this new context; and,
- understand how important it will be to take a long term view of public policy given the lasting implications of the pandemic.

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UN News, “UN launches COVID-19 plan that could ‘defeat the virus and build a better world,’” March 31, 2020.

One offering:

September 16, 2020 1:00 p.m. - 3:30 p.m. and  
September 17, 2020 9:00 a.m. - 11:30 a.m.

### **THE ROLE OF THE PUBLIC SERVANT**

The unique role of government has a significant impact on the structure and function of government ministries and crowns. This workshop provides an interactive introduction to that unique role and its influence on the processes of decision making and accountability in the public sector. It also presents practical tools to use when engaging in policy design and implementation. You will explore and address challenges to creating good policy in today's complex context.

By the end of this workshop, you will:

- understand the unique role of government in the production of public goods;
- recognize how the role of government affects the policy process, the role of the elected, and the role of public servants;
- be familiar with the policy cycle and how it links to other cycles;
- recognize policy tools and identify when to use them; and,
- know how best to provide policy advice.

One offering:

September 22, 2020 1:00 p.m. - 3:30 p.m.

### **INDIGENOUS ECONOMIC DEVELOPMENT**

Indigenous Governments across Saskatchewan are exploring creative and unique ways to undertake economic development and build strategic partnerships to create opportunities and employment for their people. "Indigenous economic development is an integral component of reconciliation, holding huge potential to fuel Canadian economic growth" (The National Indigenous Economic Development Board 2019). What factors make some of these initiatives more likely to succeed? What role can the provincial and federal governments play to support these initiatives and where are the potential points of contention?

By the end of this workshop, you will:

- understand how Indigenous Governments are finding a balance between traditional and contemporary approaches to economic development;
- become familiar with success stories of Indigenous economic development;
- discuss the role of partnerships in economic development, including those with provincial and federal governments; and,
- explore the ways that economic development plays in improving the lives of Indigenous peoples.

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Source: The National Indigenous Economic Development Board. 2019. *The Indigenous Economic Progress Report*. Gatineau, Quebec: The National Indigenous Economic Development Board.

One offering:

September 24, 2020 9:00 a.m. - 11:30 a.m.

**\*NEW\* WORKING WITH THE NON-PROFIT SECTOR**

To advance economic and social policy, it is important to establish allies and open problems to more problem solvers. This workshop examines the role and relationship between government and the non-profit sector. It will offer an overview of the evolving role of non-profits and define the characteristics that create opportunities and constraints in a working relationship between government and non-profit organizations. The session will be interactive and will include group discussion and lecture pieces.

By the end of this workshop, participants will:

- be prepared to consider where and when to build a working alliance with non-profit entities;
- understand the context and major constraints for non-profit partners;
- recognize advantages and risks associated with third party delivery; and,
- have tools to shape your strategy to improve relationships and results from third party agreements.

One offering:

September 29, 2020 1:00 p.m. - 3:30 p.m.

**\*NEW\* INNOVATIVE APPROACHES TO WICKED PROBLEMS**

Wicked problems are complex issues which impact a diverse group of stakeholders and lack easily implementable solutions, such as climate change, crystal meth, and poverty. *Innovative Approaches to Wicked Problems* provides public servants with the tools and strategies they need to effectively address wicked problems in a rapidly changing environment. Participants will engage in holistic and critical thinking, discuss collaborative and adaptable methods, and hone their skills in problem solving and effective communication. This innovative workshop offers a valuable opportunity to collaborate with other public servants and have meaningful discussions on how to approach wicked problems in Saskatchewan and beyond.

By the end of this workshop, participants will:

- understand and appreciate the complexity of wicked problems,
- learn how to maximize stakeholder engagement through collaboration, and,
- develop innovative and flexible strategies required to effectively approach wicked problems.

One offering:

October 6, 2020 1:00 p.m. - 3:30 p.m. and

October 7, 2020 9:00 a.m. - 11:30 a.m.

### CRISIS MANAGEMENT

In times of major crisis public servants and elected officials must pull together to coordinate an extensive management effort with little or no notice. Often this means working across large geographical areas and coordinating with multiple government ministries and agencies as well as stakeholders, citizens and private organizations. This workshop explores the unique challenges and exceptional skill sets that come to bear at times of crisis. You will explore what it takes to respond to a disaster and other large scale crisis, as well as how these strategies and skills are relevant to the varied challenges faced by public servants on a regular basis.

By the end of this workshop you will:

- be aware of the unique factors that are in play at a time of crisis;
- identify strategies for responding to crisis in a timely and effective manner; and,
- apply the skills necessary for large scale crisis response in other challenging circumstances.

One offering:

October 14, 2020 9:00 a.m. - 11:30 a.m.

### APPLIED GOVERNMENT WRITING

This workshop examines how to improve your written skills for writing government documents. The workshop is built on concepts already discussed in other JSGS executive education workshops, *The Art of the Briefing Note* and *ABCs of CDIs*.

A number of things have to be considered in crafting government documents. Writing for different audiences requires you to consider style, format, technical information, decisions required, and key messages. This workshop will require participants to submit a briefing note assignment in advance of the actual workshop (details on the assignment will be provided several weeks in advance of the workshop). During the workshop we will spend time on key sections required in briefing notes and discuss material from the assignments to illustrate how to improve your writing skills.

By the end of this workshop, you will:

- apply tips and techniques to write better government documents;
- appreciate how to incorporate technical research material into your documents;
- understand that writing is about story telling and needs to be written having an outcome or purpose for your reader(s); and,
- be able to apply the comments and suggestions received on your written submission to future written documents.

#### NOTE:

**It is recommended (but not required) that participants have completed *The Art of the Briefing Note* before attending this workshop.**

**Due to the pre-workshop assignment that will be marked by facilitators, this is considered a FULL DAY workshop, even though the in-class portion of the session is a half day. As such, the cost for this workshop is \$300 per person.**

One offering:

October 20, 2020 9:00 a.m. - 11:30 a.m.

## **BUDGET PROCESS AND FINANCIAL LITERACY**

Budget is the universal language between all areas of government. The *Budget Process and Financial Literacy* workshop will increase your fluency in public sector budgeting and financial management in the Government of Saskatchewan. This workshop will provide you with an understanding of the roles and responsibilities of various players in the budget process and how budget decisions are made in the public sector. We will examine the phases of the budget process, including strategic planning and decision-making; budget implementation; financial management; and budget reporting, accountability and evaluation.

By the end of this workshop, you will:

- understand the role that financial considerations play in formulating policy and in program management;
- examine the financial planning cycles of government and the elements of sound financial planning and management in public sector entities; and,
- gain understanding of financial decision-making processes and elements of financial and program accountability within the context of public decision-making processes.

One offering:

October 27, 2020 1:00 p.m. - 3:30 p.m.

## **COMPARATIVE PUBLIC POLICY**

In our increasingly globalized world, advances in technology allow us to better track policy impact and share information amongst jurisdictions. It is no longer acceptable for policy makers to claim they didn't know. Rather, the public expects that government be proactive in using the successes and failures of our global counterparts to make policy decisions. The *Comparative Public Policy* workshop provides the knowledge, skills and tools necessary to occasion a shift in perspective through comparative analysis. You will gain an understanding of why it is useful to compare cross-national and cross-provincial public policies and how to do so. You will also learn to assess the reliability and usefulness of evidence from varying jurisdictions.

By the end of this workshop, you will:

- understand why comparing policies will aid in the understanding of your own policies;
- know where to start and what questions to ask to extract lessons from studying other policies and programs;
- be aware of the main challenges and appropriate methods for choosing better jurisdictions within Canada and abroad to study; and,
- know how comparative analysis may be used to draw lessons to find, fine-tune, and present resourceful policy options to decision-makers.

One offering:

October 29, 2020 9:00 a.m. - 11:30 a.m.

### **BIG DATA & ANALYTICS**

Data has become a huge commodity across the world, and it can be used as fuel for change based on the analytics that are used. We have access to so much data in government – how and where do we start to use it to make better policy and informed decisions, especially as we face financial and social challenges in government? What problems are we trying to solve in analyzing the data? How can you make better policy and informed decisions? Analyzing data for the sake of analyzing is not the solution. There are also ethical issues to be considered in gathering and analyzing data. This includes privacy; manipulating data; use of data for purposes other than what it was collected for, and open data.

By the end of this workshop, you will:

- be familiar with basic information on big data and analytics;
- identify opportunities and challenges in data analytics; and,
- recognize possibilities to innovate, shift our thinking and use different tools to create better policy and informed decisions.

One offering:

November 3, 2020 1:00 p.m. - 3:30 p.m.

### **THE ART OF THE BRIEFING NOTE**

Writing a briefing note can be considered an art. It is not just a cut and dry writing exercise. *The Art of the Briefing Note* provides Saskatchewan public servants with a number of points to consider in writing better briefing notes. The half-day session covers a number of areas: your audience and what their needs are; the why, how and when of using briefing notes; as well as writing tips to communicate effectively. You will also get a chance to gain experience through practical exercises, including giving a verbal briefing.

By the end of this workshop, you will:

- appreciate who your audience is;
- know the attributes of good briefing notes; and,
- apply tips and techniques to write better briefing notes. and,
- understand what to include in a verbal briefing.



One offering:

November 18, 2020 1:00 p.m. - 3:30 p.m. and  
November 19, 2020 9:00 a.m. - 11:30 a.m.

### **PROGRAM MEASUREMENT & EVALUATION**

The *Program Measurement and Evaluation* workshop provides public servants with an introduction to monitoring and reviewing government programs and discusses the principles and purposes of program evaluation. We will introduce you to the main approaches of program review and discuss how program success may be measured.

We will teach you how to use logic models in program measurement and review how to distinguish the goals of programs, focusing on outcomes. We will discuss the merit and worth of programs and how to distinguish program efficiency and program effectiveness, performance management, benchmarking, and program review and evaluation design. We will show you how program measurement and evaluation are used to improve program outcomes and enable programs to meet targets and achieve its purposes. You will be asked to contribute to discussions, partake in several applied exercises, and learn how to comprehend evaluation reports, interpret findings, and design an evaluation plan.

By the end of this workshop, you will:

- understand the benefits and types of evaluation and a variety of approaches to evaluation;
- have insight into the basic elements of evaluation;
- recognize these basic evaluation elements within the Government of Saskatchewan processes;
- be introduced to measures; and,
- understand the various pitfalls common to evaluation and measurement and how to avoid them.

One offering:

November 24, 2020 9:00 a.m. - 11:30 a.m.

### **COLLABORATIVE POLICY MANAGEMENT**

Collaboration, both within our organizations and with stakeholders, is a vital skill for addressing increasingly complex problems. The *Collaborative Policy Management* workshop examines various components of collaborative policy making, including skills, knowledge and strategies to develop collaborative solutions to complex public policy issues and manage collaborative partnerships. This workshop provides you with an introduction to developing policy through consensus-driven dialogue and participatory practices. It explores various strategies that may be used to craft solutions in both planning and implementation.

By the end of this workshop, you will:

- be familiar with different approaches to collaborative policy making;
- understand how and why to get the public to participate in a collaborative process; and,
- be able to manage in a networked environment.

One offering:

November 26, 2020 9:00 a.m. - 11:30 a.m.

**\*NEW\* NEGOTIATING A WORKING ALLIANCE**

Advancing economic and social policy requires effort to mobilize other people, organizations and partners with different perspectives and needs. Leaders must secure a commitment to a mutual purpose and establish a strategy for achieving it. The most innovative will tap into diverse perspectives to find new solutions. This workshop will offer an overview of the challenges leaders face in influencing change and mobilizing others to act. It will highlight tactics for enhancing communication and problem solving to reach agreements. The session will be interactive and will include group discussion and lecture pieces.

By the end of this workshop, you will:

- be able to analyze a negotiation problem and set goals;
- understand the competencies that will enable you to negotiate a mutual purpose;
- become familiar with tactics to shape mutually satisfactory strategies; and,
- have more tools to elevate your impact through relationships.

One offering:

December 1, 2020 9:00 a.m. - 11:30 a.m.

**EVIDENCE-BASED DECISION MAKING**

It goes without saying that new policies and decisions should be informed by evidence, but how do you know if the information you are looking at is accurate or based on emotion? Evidence-based decision-making requires verifiable information, often from published research and other sources. This workshop will focus on how to determine if the information you are analyzing is appropriate to use in your work. You will delve into where to look for good sources of information, evidence and policy in the real world, using the data appropriately, and how to present your information to the decision-makers. Information can be gathered from existing sources or collected for specific purposes to inform policy analysis. In some cases public servants are faced with not having enough information while at other times there is a wealth of information to choose from and choosing the appropriate data is critical.

By the end of this workshop, you will:

- understand the differences between evidence-based and evidence-informed policy development;
- be familiar with where to look for verifiable and reliable information;
- know how the practice of utilizing research evidence in the policy development process is affected by the real world of policy development (resource-constrained, time-sensitive and messy); and,
- more effectively assess the methods, claims and arguments made by researchers and others.

One offering:

December 8, 2020 9:00 a.m. - 11:30 a.m.

**MULTIGENERATIONAL WORKFORCES**

Workplace teams often include employees from multiple generations. Will Baby Boomers and Millennials view investments in social media campaigns the same way? Do Generation X and Generation Y employees work well together? This workshop will examine different styles and beliefs about personalities and values often associated with age. Are there real differences, and if so, what are they? How do you measure up against the assumptions based on age? Most importantly, what strategies can you use to respond to these personality and value differences? The session will be interactive with a combination of small and large group work, some lecture pieces, and self-analysis.

By the end of this workshop you will:

- recognize and understand different styles, approaches and belief systems you might encounter in a multigenerational workplace;
- be aware of your own characteristics and how they fit in multigenerational models; and,
- have new and/or better tools for responding to differences in values and styles in your workplace.

One offering:

December 10, 2020 9:00 a.m. - 11:30 a.m.

**\*NEW\* STRATEGIC THINKING**

To make progress in economic and social policy, it is important to define a preferred future. A preferred future gives context to immediate decisions, it sets a general direction, and it allows you to monitor progress. Knowing where you're headed also supports resilience and invites innovative and creative solutions. This workshop will get at the heart of strategic thinking so that public policy leaders can spend valuable energy on shaping their direction as they prepare strategies to get there.

By the end of this workshop you will:

- have tools to assess where you want to go before you embark;
- understand the importance of framing policy options and recommendations against a preferred future; and,
- be better equipped to consider what good looks like as you assess progress or evaluate impact.

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## The Registration Process and Guidelines

The following is an overview of the registration process for the JSGS Policy Workshop Series:

- Registration and cancellation for the JSGS Policy Workshop Series is typically accepted through the Government of Saskatchewan's learning management system, Learn. For individuals who work in other public sector organizations or would like to pay for their own registration fees personally, JSGS has a modified registration process, which is outlined on the following page.
- Executive government (ministry) and certain Treasury Board Crowns (Provincial Capital Commission and Water Security Agency) follow a pay-per-seat costing model. These participants must only register for classes with "PWS" in the class name and with a class code beginning with JSGS.PW. If you register in the wrong type of class and it fills up, you could be waitlisted.
- JSGS has a contract agreement with several other Treasury Board Crowns (SLGA, SCIC, SaskBuilds, FCAA, Saskatchewan Public Safety Agency, and Tourism Sask), so these TBC participants must only register for classes with "Treasury Board Crown" in the class name and with a class code beginning with JSGS.TBC. If you register in the wrong type of class and it fills up, you could be waitlisted.
- Anyone in executive government (ministries) can register for JSGS workshops with manager approval - so feel free to share this information with colleagues. Treasury Board Crown (TBC) participants who are part of the contract agreement are selected by their organization, so TBC employees who are interested in attending the Policy Workshop Series can contact JSGS or their manager for more information. Other public servants outside of these audiences are encouraged to share this brochure and online registration link with colleagues or others you think may be interested in attending the Policy Workshop Series.
- Online full day workshops cost \$300 per person, and online half day workshops cost \$225 per person (plus GST, if applicable). Unless you elect to pay individually, these costs will be covered by your ministry or organization. For executive government employees, supervisor approvals are built into the registration process.
- Participants are responsible for checking their own registration status and tracking the workshops they have completed.
- Participants who attend the equivalent of six full days of training will earn a Certificate of Completion for the Policy Workshop Series. Each full day workshop counts as one day of training, and two half days equal one full day. Please note that one online half day workshop equals one half day of training. You do not need to apply for the Certificate of Completion, and certificates are distributed every spring.
- Ministries and select Treasury Board Crowns will be billed three times a year for the participation of all of their staff who attended workshops in the previous semester.

## Additional Information for External Public Servants

- Registration and cancellation for the JSGS Policy Workshop Series is typically accepted through the Government of Saskatchewan's learning management system, Learn. For individuals who work in other public sector organizations or would like to pay for their registration fees personally, JSGS has a modified registration process, which is outlined below.
- To register for policy workshops, please email JSGS and then complete the online registration link JSGS sends you.
- Registration is also available on the Policy Workshops page of the JSGS website: [www.schoolofpublicpolicy.sk.ca/executive-education](http://www.schoolofpublicpolicy.sk.ca/executive-education).
- You will be invoiced for your registration fees at the end of each semester - fall, winter, or spring. You will remit payment to the University of Regina Financial Services department, and payment instructions will be included on each invoice. If your organization is GST exempt, please submit your GST exemption number on the online registration form.
- Participants with outstanding unpaid invoices will become ineligible to register for future workshops or will be removed from registration lists or waitlists. Registrants must ensure that all invoices are paid within 30 days, as noted on the invoices. Any invoices not paid within six months from the invoice date will be considered outstanding.
- Please feel free to share this brochure and online registration link with colleagues or other public servants you think may be interested in attending the Policy Workshop Series.



**Additional questions about JSGS Policy Workshops can be directed to:  
Sharri Dewey, JSGS Program Coordinator: [sharri.dewey@uregina.ca](mailto:sharri.dewey@uregina.ca)**