

**J O H N S O N
S H O Y A M A**



GRADUATE SCHOOL OF PUBLIC POLICY

U R E G I N A ▼ U S A S K

Spring 2020 Policy Workshop Series

Online Offerings



Policy Workshop Series

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 will equal one full day of training. Please note that online offerings of the policy workshop series are equivalent to one half day of training.

Participants are responsible for tracking their completed workshops in Learn - by viewing the "classes" tab in your Learn profile.

**Additional questions about the JSGS Policy Workshops can be directed to:
Sharri Dewey, JSGS Program Coordinator: sharri.dewey@uregina.ca**



Thursday, April 30, 2020 8:30 a.m. - 12:00 p.m.

COLLABORATIVE LEADERSHIP

Daniel Goleman said, "leadership is the art of persuading people to work toward a common goal."¹

To do this, leaders today must act not only as decision-makers but also as mediators, subject matter experts and role models. The *Collaborative Leadership* workshop assists leaders in sorting out competing expectations in order to work corroboratively to meet organizational objectives. You will explore the key principals of collaborative problem solving, including establishing & maintaining a positive culture, managing personality types and guiding discussions to reach decisions.

By the end of this workshop you will:

- be familiar with the key competencies for collaborative leadership;
- understand the impact of personality types and bias on leadership outcomes;
- be able to connect aspects of organizational culture to the success or failure of collaborative efforts; and,
- apply strategies for building collaborative relationships in the workplace.

Tuesday, May 5, 2020 8:30 a.m. - 12:00 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 workshop covers a number of areas: your audience and what their needs are; the why, how and when of using briefing notes; and 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.

1. Daniel Goleman, *Emotional Intelligence* (Bloomsbury Publishing, 1996), p 149.



Thursday, May 7, 2020 8:30 a.m. - 12:00 p.m.

***NEW* PLANNING FOR THE HUMAN ELEMENT IN POLICY DEVELOPMENT**

Sometimes the most challenging part of a project is dealing with people - not unprofessional or inappropriate behaviour - just different or challenging personalities who are entrenched in positions or approaches. Public servants are expected to navigate these difficulties, but that is not always easy. This workshop will help participants develop their interpersonal and empathy skills to improve interactions with others. During this session participants will discuss how culture and change can impact behaviour, learn to identify and mitigate biases and examine the role that communication can play to either improve or harm professional interactions.

By the end of this workshop, participants will:

- recognize and value cultural differences with respect to change;
- recognize and respond to biases in themselves and others; and,
- use new tools and use better existing tools to manage people in change environments

Wednesday, May 20, 2020 8:30 a.m. - 12:00 p.m.

CHOOSING POLICY TOOLS: THE ECONOMICS OF NUDGING

Do you want to know how to use policy tools to nudge citizens towards positive outcomes?

Choosing Policy Tools: The Economics of Nudging provides a deeper understanding of the various policy tools introduced in *The Role of the Public Servant*. You will gain insight into the exact mechanisms that allow each policy tool to work, the advantages and disadvantages of each tool, and how to select effective policy tools to respond to public policy needs. We also explore how to identify policy response options for governments.

By the end of this workshop, you will:

- be able to identify the objectives of policies;
- understand a number of alternative mechanisms to achieve policy objectives; and,
- be able to evaluate policy alternatives and make recommendations on those most likely to be effective.



Tuesday, May 26, 2020 8:30 a.m. - 12:00 p.m.

PERFORMANCE OUTCOMES

Governments' primary role is to undertake actions to improve the quality of life of their citizens. These desired outcomes are planned and pursued through investments in public programs and policies but can be very complex in nature, such as addressing poverty. Just doing more things and spending more money without a plan to "move the needle" is not an acceptable approach. The *Performance Outcomes* workshop provides public servants with an opportunity to focus on outcomes, as they pertain to the policy cycles and program and policy development. The workshop will also use a logic model approach to understand outcomes, as they cannot be seen as a standalone goal and must be an integrated part of the problem definition and design process. Further, we will discuss how outcomes and accountability are connected.

By the end of this workshop you will:

- understand clearly the difference between outputs and outcomes and how they are linked;
- recognize the different types of outcomes (direct, indirect and final);
- identify the types of questions to ask to understand outcomes that are relevant; and,
- understand that an outcome-focus can clarify expectations and problem definitions.

Tuesday, June 2, 2020 1:00 p.m. - 4:30 p.m.

RISK ASSESSMENT AND MITIGATION

Program managers are called upon to play a critical role in identifying risks, assessing the level and consequences of risk, and advising when risk should be accepted, avoided, or mitigated. We will discuss the difference between operational and strategic risk and how operational risk can impact strategic goals if left unaddressed. This workshop will address all the stages of risk assessment and the mechanisms available to mitigate risk in program operations.

By the end of this workshop you will:

- understand the inevitability of risk in program operations;
- understand who decides what risk to accept, what to avoid, and what to mitigate;
- be able to identify the probability of risk and the consequences of risk to support decisions about the acceptability of risk; and,
- know the tools available for risk mitigation, their advantages and disadvantages, and how to know when to mitigate risk and when to accept risk.



Tuesday, June 9, 2020 8:30 a.m. -12:00 p.m.

POLICY IMPLEMENTATION

You have already defined and researched the problem, analyzed the potential solutions, chosen criteria to evaluate the options, and recommended a course of action. Now comes the easy part - right? Wrong! The number one reason that policy fails is that not enough time and focus is given to implementation. The best policy on paper will not deliver outcomes if it is poorly implemented. On the flip side, even poorly developed policy can succeed if implemented well. The key to achieving outcomes is being able to implement the approved decision successfully. This workshop focuses on the key areas to successful policy implementation.

By the end of this workshop, you will:

- understand the importance of planning ahead for implementation (it doesn't just happen);
- seek to dedicate time to proper implementation;
- pursue the involvement of those who will be implementing during the planning phase;
- plan to allocate appropriate resources to achieve the desired result; and,
- be prepared to develop your communications strategy for each group involved.

Tuesday, June 16, 2020 8:30 a.m. - 12:00 p.m.

TRAITS AND TOOLS FOR INNOVATION

Do you possess the traits that make an innovator? Can you build those traits or gain tools to support innovation? Find out! While our first *Innovation* workshop focused on how to conduct organizational assessments and identify systems and cultures conducive to innovation, the *Traits and Tools for Innovation* workshop identifies four categories of skills, attitudes, and behaviours required by individuals so they may contribute to an organization's capacity to innovate. You will explore specific strategies and tools for innovation. This workshop complements our existing Innovation workshop and both those who have and have not attended the initial Innovation workshop are encouraged to attend.

By the end of this workshop, you will be able to identify skills, attitudes and behaviours that:

- turn ideas into strategies, capabilities, products and processes;
- facilitate creative problem solving and continuous improvement;
- enable assessment of risks and strategies to mitigate risks; and,
- build relationships and networks as resources necessary for successful innovation.



Registration Process and Guidelines

- 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.
- 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 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.
- Full day workshops typically cost \$300 per person, and online half day workshops cost \$225 per person. 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. Please note that when registering through Learn, participants must only register for classes associated with their organization. For example, TBC participants must only register for classes with "Treasury Board Crown" in the class name, and executive government participants must only register for classes with "PWS" in the class name. Registering in the wrong type of class may result in being waitlisted.
- 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.
- Because of the extenuating circumstances surrounding COVID-19 and public servants working remotely, JSGS will suspend our cancellation fee policy for all participants. We do ask, however, that if you do need to cancel you provide us with as much notice as possible. As always, substitutions will also be accepted. Thanks for your understanding.
- Ministries will be billed three times a year for the participation of all of their staff who attended workshops in the last semester.



Additional Information for External Public Servants

- For individuals who work in public sector organizations outside of the Government of Saskatchewan or would like to pay for their own registration fees personally, JSGS has a modified registration process.
- 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. If space is available in the workshop(s) you have selected, we will register you.
- 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 the JSGS Policy Workshops can be directed to:
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