

# Policy Workshop Series (online)



Fall 2021



September 7, 2021 9:00 a.m. - 12:00 p.m. and  
1:00 p.m. - 4:00 p.m.

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

***This full-day workshop includes a 2 hour pre-workshop online curriculum and a 6 hour live workshop.***

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.

September 9, 2021 1:00 p.m. - 4:00 p.m.

## **BUDGET PROCESS & FINANCIAL LITERACY**

***This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.***

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.

### **NOTE:**

**While the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses primarily on the budget process for the Government of Saskatchewan.**

September 16, 2021 9:00 a.m. - 12:00 p.m.

### THE ART OF THE BRIEFING NOTE

*This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.*

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, and writing tips to communicate effectively. You will also get a chance to gain experience through practical exercises.

By the end of this workshop, you will:

- explore how to adapt your briefing note to your audience;
- understand the purpose of briefing notes as distinct from other forms of communication;
- know the attributes of good briefing notes; and,
- apply tips and techniques to write better briefing notes.

September 28, 2021 1:00 p.m. - 4:00 p.m.

### BIG DATA & ANALYTICS

*This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.*

Data has become a huge commodity across the world. It really is pieces of captured information. It can be used as fuel for change based on the analytics that are used. Data has value and knows no social norms or organizational boundaries. Every second data is being collected on all of us - from the grocery store, the internet, the gas station, our Fitbit, the ATM, Facebook, the medical lab, our favourite charity, online shopping, to the library. 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.

October 20, 2021 9:00 a.m. - 12:00 p.m.

## **THE ROLE OF ENVIRONMENTAL POLICY**

***This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.***

Evidence of climate change, resource shortages, eroding ecosystem integrity and biodiversity loss is growing in significance year by year. Answers to environmental issues are not black and white. Debates around environmental policy are often among those with fundamentally different values, and the way that problems and solutions are defined can play a central role in shaping how those values are translated into policy. Can environmental policy steer human systems to function within environmental constraints? How are effective environmental policies designed, implemented and evaluated? Join us for an introduction in the complex role of environmental policy in managing the adverse effects of human society on the environment.

By the end of this workshop you will:

- understand what environmental policy is, its history, and guiding concepts and examples of environmental policy in practice;
- have knowledge of the inter-relationships between economic, social and ecological systems and how strategic decision making can be enhanced using systems and sustainability perspectives;
- appreciate the need for public engagement and working with all levels of government, proponents, stakeholders and communities; and,
- examine reconciliation, the need for consultation with Indigenous communities and examples from Nations that are creating their own environmental policies.

October 26, 2021 9:00 a.m. - 12:00 p.m.

## **TRAITS & TOOLS FOR INNOVATION**

***This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.***

Do you possess the traits that make an innovator? Can you build those traits or gain tools to support innovation? Find out! While our *Innovation* workshop focuses on how to conduct organizational assessments and identify systems and cultures conducive to innovation, the *Traits & 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.

By the end of this workshop, you will be able to:

- 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.

### **NOTE:**

***This workshop complements our existing *Innovation* workshop and both those who have and have not attended the *Innovation* workshop are encouraged to attend.***

October 28, 2021 1:00 p.m. - 4:00 p.m.

### APPLIED GOVERNMENT WRITING

***This full-day workshop includes a required briefing note assignment, a 1 hour pre-workshop online curriculum, and a 3 hour live workshop.***

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 \$350 per person.**

November 2, 2021 9:00 a.m. - 12:00 p.m.

### RISK ASSESSMENT & MITIGATION

***This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.***

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 be able to:

- 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.

November 17, 2021 9:00 a.m. - 12:00 p.m.

## **STRATEGIC THINKING**

*This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.*

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 are headed also supports resilience and invites innovation 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.

November 18, 2021 9:00 a.m. - 12:00 p.m.

## **POLICY IMPLEMENTATION**

*This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.*

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.

November 23, 2021 9:00 am to 12:00 pm and 1:00 p.m. - 4:00 p.m.

### **PROGRAM MEASUREMENT & EVALUATION**

*This full-day workshop includes a 2 hour pre-workshop online curriculum and a 6 hour live workshop.*

The *Program Measurement & 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 and 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:

- know the value and uses of program measurement, as well as the key concepts;
- be able to apply different approaches to develop program measurement, review and evaluation frameworks;
- know processes within the Government of Saskatchewan; and,
- be able to apply a basic methodological approach to create and use logic models.

November 30, 2021 9:00 a.m. - 12:00 p.m. and 1:00 p.m. - 4:00 p.m.

### **THE RELATIONSHIP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE**

*This full-day workshop includes a 2 hour pre-workshop online curriculum and a 6 hour live workshop.*

This one-day workshop provides an overview of the historical events and policies that have shaped the current relationship between Indigenous and non-Indigenous people in Canada. The workshop highlights how this historical context plays a role in the *Calls to Action* highlighted by the Truth and Reconciliation Commission (TRC). We are also honoured to have Elder Kewistep share his story of survival from his experiences with residential school in Saskatchewan. The workshop also examines current Indigenous policy and review engagement strategies and relationship-building tools that public servants can use with Indigenous communities.

By the end of this workshop, you will:

- understand how historical events, policies and current legislation have shaped the current social, health, and education inequalities for many Indigenous people;
- be familiar with relationship-building tools and engagement strategies; and,
- have the background knowledge necessary to initiate the implementation of selected TRC *Calls to Action*.

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December 7, 2021 9:00 a.m. - 12:00 p.m.

## **BEHAVIOURAL ECONOMICS AND NUDGING**

***This half-day workshop includes a 1-2 hour pre-workshop online curriculum and a 3 hour live workshop.***

Do you want to know how to use policy tools to nudge citizens towards positive outcomes? *Behavioural Economics and 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.

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**Additional questions about JSGS Policy Workshops can be directed to:  
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