



JOHNSON
SHOYAMA



POLICY WORKSHOP SERIES



WINTER 2022

One offering:

January 5, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

THE ROLE OF THE PUBLIC SERVANT

Delivery: online

Online curriculum: 2 hours

Live online workshop: 6 hours

Length: full day

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.

Two offerings:

January 7, 2022 9:00 a.m. - 12:00 p.m.
March 11, 2022 9:00 a.m. - 12:00 p.m.

THE ART OF THE BRIEFING NOTE

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

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.

One offering:
January 12, 2022 9:00 a.m. - 12:00 p.m.
INNOVATIVE APPROACHES TO WICKED PROBLEMS

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

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, you 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:
January 13, 2022 9:00 a.m. - 12:00 p.m.
EVIDENCE-BASED DECISION MAKING

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

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:
January 18, 2022 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

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day

This full-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*.

One **IN-PERSON** offering:
January 19, 2022 9:00 a.m. - 12:00 p.m.
LEGISLATIVE PROCESSES

Delivery: in person
Online curriculum: 1-2 hours
Live in-person workshop: 3 hours
Location: JSGS, College Building, Room 308, Regina
Length: half day

The legislative process provides the framework for many public service activities at a variety of levels. This workshop will provide you with a foundational understanding of how policy becomes legislation and what choices are available prior to introducing draft legislation in the Assembly. It will also discuss the legislative process, the scope of amendments and the regulative process.

As a participant, you will gain a deeper understanding of the various approaches to legislation and how these should be considered when working on policy development. Ultimately, this workshop will better prepare those who influence or are impacted by changes in legislation.

By the end of this workshop, you will:

- turn ideas better understand how laws are made in the Legislative Assembly;
- appreciate the process and consideration for translating public policy into law;
- better understand what material is required by Ministers and Members when they prepare and present legislation for consideration; and,
- appreciate the nuances of the legislative processes.

NOTE:

This workshop will be held in person at JSGS on the U of R's College Avenue Campus. Seating capacity will be limited because of pandemic restrictions. As per the University of Regina's policy, all participants must wear a mask during the workshop and must be fully vaccinated. Upon arrival, participants must provide JSGS with proof of vaccination.

This workshop will be delivered entirely in person, so we are not able to accommodate participants joining through Zoom.

One **IN-PERSON** offering:
January 20, 2022 9:00 a.m. - 12:00 p.m.
COMPARATIVE PUBLIC POLICY

Delivery: in person

Online curriculum: 1-2 hours

Live in-person workshop: 3 hours

Location: JSGS, College Building, Room 308, Regina

Length: half day

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.

NOTE:

This workshop will be held in person at JSGS on the U of R's College Avenue Campus. Seating capacity will be limited because of pandemic restrictions. As per the University of Regina's policy, all participants must wear a mask during the workshop and must be fully vaccinated. Upon arrival, participants must provide JSGS with proof of vaccination.

This workshop will be delivered entirely in person, so we are not able to accommodate participants joining through Zoom.

One offering:
January 25, 2022 9:00 a.m. - 12:00 p.m. .
PUBLIC SERVICE ETHICS

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

The service of the public requires a commitment to adhere to general values to work in good faith and carry oneself in a professional manner. This requires diligence to many policies such as privacy, anti-harassment, conflict of interest, protocols and fraud. However, the concept of ethics goes deeper than this. This workshop examines the concept of "the public trust" and the role that individual public servants and leaders have as caretakers of the public trust. The workshop explores the role that organizational culture plays in maintaining a positive environment and the impact of culture on individual choices and behaviour.

By the end of this workshop, you will:

- understand how and why ethics and integrity are core values of the Saskatchewan public service;
- examine different ethical approaches, definitions and lenses;
- understand the elements and processes necessary in making ethical decisions;
- identify personal traits and characteristics that may impact your own ability to think and act ethically; and,
- be aware of, and analyze, a range of ethical issues that may face public servants in their work.

One offering:

January 27, 2022 9:00 a.m. - 12:00 p.m.

COACHING FUNDAMENTALS *NEW*

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Coaching has become a bit of a buzzword these days, and it seems like everyone is expected to be a coach with confusing definitions of what being a coach really is. The power of coaching, like anything else, takes time upfront for big payoffs in the future. Coaching is all about going from the “fixer” to the “empowerer” and helping individuals navigate solving problems on their own. Coaching benefits are improved communication skills, increased confidence, increased productivity and better work-life balance. The skill coaching comes with letting go of control and going from the one who has all of the answers to one who is curious and asks more questions than gives answers. This workshop will provide you with an introduction into coaching and will help you adjust your approach to interactions in your office and with your staff.

By the end of this workshop, you will:

- understand what coaching is and what it is not (coaching is not mentoring, it is not counseling, and it is not consulting). These are all important aspects of conversations with your team, but they are not coaching. This will help you switch from advice-giving to the power of coaching. We will also explore when it is appropriate to use coaching and when it is not;
- become confident in creating a safe space for coaching;
- develop your skill of curiosity and how to ask powerful questions; and,
- explore things to consider in coaching (ie., confidentiality, who is coaching, and the parameters of coaching).

Two offerings:

February 2, 2022 9:00 a.m. - 12:00 p.m.

March 9, 2022 9:00 a.m. - 12:00 p.m.

SHAPING THE NARRATIVE: COMMUNICATING WITH MEDIA AND THE PUBLIC *NEW*

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

The rise of social platforms means everyone, including public servants and the ministries they work within, are much more accessible to the media than ever before. Inconsistencies between platforms and contradictory information shared in different spheres confuses these narratives and raises media and subsequently public concern. In this workshop you will learn how to clearly identify and effectively communicate your own stories, how to prepare to interact with media in a variety of settings, both online and in-person, and ensure you and your colleagues know your story and how to tell it.

By the end of this workshop, you will:

- learn the difference between a message and a larger narrative;
- social proof your communications - online and in person;
- learn how to prepare for interviews and presentations so you share a clear, consistent story;
- determine when, how and why to share more, not less, information; and,
- understand the impact of mis/disinformation on public information.

One offering:
February 3, 2022 9:00 a.m. - 12:00 p.m.
THE ABCs OF CDIs

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

The Cabinet Decision Items (CDIs) are the single most important decision-making tool used by cabinet governments. *The ABCs of CDIs* is designed to provide Saskatchewan public servants with the knowledge and skills to better prepare these documents. The workshop covers a number of areas: the function and purpose of the CDI, the organizational format, and the importance of getting the recommendation written properly. You will leave with practical tips and guidelines to help you prepare and write better quality CDIs in the future.

By the end of this workshop, you will:

- appreciate who your audience is;
- know the attributes of good CDIs; and,
- apply tips and techniques to write better CDIs.

One offering:
February 8 2022 9:00 a.m. - 12:00 p.m.
MULTIGENERATIONAL WORKFORCES

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

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 better tools for responding to differences in values and styles in your workplace.

One offering:
February 10, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.
INDIGENOUS ECONOMIC DEVELOPMENT

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day

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.

One offering:
February 16, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.
PROGRAM MEASUREMENT & EVALUATION

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day

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 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.

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

One offering:
February 17, 2022 9:00 a.m. - 12:00 p.m.
and 1:00 p.m. - 4:00 p.m.

TOOLS FOR BUILDING ALLIANCES

Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day

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.

NOTE:

This workshop was formerly named, *Negotiating a Working Alliance*.

One offering:
March 1, 2022 9:00 a.m. - 12:00 p.m.

BUSINESS CASE ANALYSIS

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

Do you think business case analysis is only useful in private industry? Think again! In this workshop, you will be introduced to the idea of business case analysis in the public sector, including problem definition, development of alternatives, cost-effectiveness analysis, risk assessment and the development of recommendations. We will discuss the theory underpinning business case analysis and review public sector examples to demonstrate how this approach can be useful for public servants.

By the end of this workshop, you will:

- understand how to approach a public sector business case analysis;
- gain experience with hands-on examples of business case analysis; and,
- appreciate the value of business case analysis as a method of program and initiative development.

One offering:

March 2, 2022 9:00 a.m. - 12:00 p.m.

LEADING IN AMBIGUOUS TIMES *NEW*

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Change has been occurring faster and faster over the past decade. The impacts of COVID-19 over the past two years have necessitated even more change, and we know that COVID-related shifts are far from over. On another front, climate change is just starting to have significant impacts on our economy and our country. Public servants are working during a time of intense uncertainty.

It is time to put all those tools you have learnt to work and help lead your organization through change and onto success. *Leading in Ambiguous Times* helps you understand the various impacts that these changes are having on your organization and how you can manage those impacts. By clarifying impacts, and the organization's response through strategic planning, creative thinking, and risk management you can provide your team with confidence in the purpose of your organization, its strategic direction, and values.

This workshop builds on earlier JSGS workshops, including *Risk Assessment & Mitigation*, *Strategic Thinking*, and *Innovative Approaches to Wicked Problems*.

By the end of this workshop, you will:

- identify the tools available to reduce ambiguity about change;
- understand the mechanisms to assist in reducing ambiguity and developing responses to change; and,
- be more effective in finding new policy and program ideas for charting your organization's longer term direction.

One offering:

March 3, 2022 9:00 a.m. - 12:00 p.m.

STRATEGIC COLLABORATION

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Daniel Goleman said, "leadership is the art of persuading people to work toward a common goal." To do this, leaders today must act not only as decision-makers but also as mediators, subject matter experts and role models.

The *Strategic Collaboration* 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.

NOTE:

This workshop was formerly named, *Collaborative Leadership*.

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

One offering:
March 8, 2022 1:00 p.m. - 4:00 p.m.
STRATEGIC THINKING

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

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.

One offering:
March 10, 2022 9:00 a.m. - 12:00 p.m.
LEADING ENGAGEMENT

Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day

Public engagement is the cornerstone of good public policy development. Interacting with citizens to help define problems and co-design solutions is another aspect of an engaged democracy. Public policy processes are increasingly characterized by complexity with the methods used to facilitate participation shifting dramatically. As our system of democracy evolves, public sector leaders will be responsible for developing alternative participation methods to encourage people to be more involved. This workshop provides an in-depth look at the concept of public engagement and the emerging smart practices of participation, including how these initiatives need to go beyond information gathering.

By the end of this workshop, you will:

- understand what engagement is and why it is necessary;
- identify how the co-creation of knowledge facilitates joint learning processes and supports meaningful engagement;
- be able to utilize reflective practices in the design of engagement strategies; and,
- understand engagement processes using modern methods of participation.

One offering:

March 14, 2022 1:00 p.m. - 4:00 p.m.

APPLIED GOVERNMENT WRITING

Delivery: online

Online curriculum and required assignment: 2 hours

Live online workshop: 3 hours

Length: full day

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

One offering:

March 15, 2022 9:00 a.m. - 12:00 p.m. and
1:00 p.m. - 4:00 p.m.

LEADERSHIP FOUNDATIONS

Delivery: online

Online curriculum and assessment: 2 hours

Live online workshop: 6 hours

Length: full day

Aimed at emerging, new, or mid-level leaders, the Leadership Foundations workshop explores the topic of leading people and will equip you with practical tips, tools, and techniques for being an effective leader.

In this workshop you will review research-based leadership best practices and different leadership styles. Included in the cost of this workshop is a personalized leadership assessment, which you will review to discover your strengths and areas for improvement. In this session you will also learn how to lead yourself, team members, and projects effectively and how to find the right balance between delegation and micro-managing. You will also learn how to action plan and keep growing to reach your full leadership potential.

By the end of this workshop, you will:

- explore the characteristics of high performing leaders;
- understand the role of a leader in creating high performing cultures and organizations;
- analyze the various pressures and pitfalls leaders experience;
- identify your areas of leadership strength and growth; and,
- enable your future growth by generating ideas for an action plan.

NOTE:

This workshop includes an additional \$150 fee for a personalized leadership self-assessment, which must be completed several weeks prior to the live workshop. This fee is non-refundable, so please note that if you cancel from this workshop your Treasury Board Crown will still be responsible for this additional cost.

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



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