POLICY WORKSHOP SERIES

WINTER 2023

About the Program

Today's complex economic and social challenges require decision makers to be flexible, collaborative, and well informed on the political and legislative context of their work. Our policy workshops offer you tools for tackling problems using diverse perspectives, innovative thinking, and outcomes-based approaches.

Each Workshop Includes

- an asynchronous pre-workshop online curriculum;
- an interactive and discussion-based live workshop (online or in person);
- a curriculum that has been developed, reviewed, and tested by experienced public sector practitioners; and,
- applied learning components, such as exercises, simulations, role plays, and case studies.

Certificates of Completion

JSGS offers a Certificate of Completion to participants who complete 6 full days of training, including the introductory workshop, **The Role of the Public Servant**. One full-day workshop or two half-day workshops equal one full day of training. For more information, visit our website.

Contact Us
Sharri Dewey: sharri.dewey@uregina.ca

More Information
https://www.schoolofpublicpolicy.sk.ca/

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. This workshop provides public servants with practical and tested advice on how to write better briefing notes. You will learn about your audience and what their needs are, the why, how and when of using briefing notes, and writing tips that will help you communicate more effectively. You will also get a chance to gain experience and apply this knowledge through a practical exercise.

By the end of this workshop, you will be able to:
- recognize the purpose of briefing notes as distinct from other forms of communication;
- identify the attributes of good briefing notes;
- consider your audiences' needs and adapt your briefing notes to that audience; and,
- apply tips and techniques to write better briefing notes.

January 11, 2023 – 9 am to 12 pm
January 31, 2023 – 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

"Prior to the workshop, I felt overwhelmed by the thought of writing a briefing note – if someone had asked me to in that moment, I would have floundered. Now I feel comfortable and even confident that I could do so – the workshop content has assisted me all over on good practices of writing a briefing note."

The Role of the Public Servant

January 12, 2023 – 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $350

The unique role of government has a significant impact on the structure and function of government ministries and crowns. This workshop provides an 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 also explore and address challenges to creating good policy in today's complex context.

By the end of this workshop, you will be able to:
- identify the unique role and function of government;
- distinguish between the policy cycle and other related cycles within government;
- identify policy tools and when to use them;
- recognize how the role of government affects the policy process, the role of the elected, and the role of public servants; and,
- apply these principles to provide policy advice to decision makers.

Contact Us
Sharri Dewey: sharri.dewey@uregina.ca

More Information
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Indigenous Economic Development

January 17, 2023 - 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $350

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 be able to:
- identify how Indigenous governments are finding a balance between traditional and contemporary approaches to economic development;
- reflect on success stories of Indigenous economic development and the lessons learned;
- recognize the role of partnerships in economic development, including those with provincial and federal governments; and,
- apply strategies to form partnerships to enable and support Indigenous economic development.

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.

By the end of this workshop, you will be able to:
- describe the differences between evidence-based and evidence-informed policy development;
- determine where to look for verifiable and reliable information;
- assess the reliability and validity of sources of information; and,
- identify challenges in the real world of policy development and how to overcome them.

Evidence-Based Decision Making

January 24, 2023 - 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

This workshop provides public servants with an introduction to the principles and purposes of program evaluation. We will teach you how to use logic models and how to identify the goals of programs, focusing on outcomes. We will discuss the merit and worth of programs and how to distinguish between program efficiency and program effectiveness, performance management, benchmarking, 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 their purposes.

By the end of this workshop, you will be able to:
- recognize the basic elements of evaluation;
- distinguish between various evaluation types and their benefits;
- identify measures to assess the effectiveness of programs and policies;
- identify the pitfalls common to evaluation and measurement and how to avoid them; and,
- apply these principles to design and implement an evaluation strategy in your own work.

Program Measurement & Evaluation

January 26, 2023 – 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $350

Business Case Analysis

February 7, 2023 – 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

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 and learn how to write a business case, including your policy 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 in your work.

By the end of this workshop, you will be able to:
- identify the value of business case analysis as a method of program and initiative development;
- determine how business cases fit into to the larger policy development and decision-making processes in government; and,
- apply step-by-step processes to your work to develop, revise, or improve the effectiveness of business cases.

Policy Implementation

February 9, 2023 - 9 am to 12 pm
Delivery: in person
Online curriculum: 1-2 hours
Live in person workshop: 3 hours
Location: JSGS, 2155 College Avenue
Length: half day
Cost: $250

Aimed at emerging, new, or mid-level leaders, this workshop will equip you with practical tips, tools, and techniques to be 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 self-assessment, which you will complete 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 be able to:
- describe the differences between evidence-based and evidence-informed policy development;
- determine where to look for verifiable and reliable information;
- assess the reliability and validity of sources of information; and,
- identify challenges in the real world of policy development and how to overcome them.

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 be able to:
- recognize the importance of planning ahead for implementation (it doesn't just happen);
- describe the steps within a proper implementation strategy;
- identify strategies for integrating stakeholders and staff during the planning phase;
- plan to allocate appropriate resources to achieve the desired result; and,
- develop a communications strategy for each group involved.

Leadership Foundations

February 15, 2023 - 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $500

Please note that this workshop includes an additional $150 fee for a personalized leadership competency profile (LCP) self-assessment, which must be completed several weeks prior to the live workshop. Please note that this $150 is non-refundable and will be charged even if you cancel by the cancellation deadline.

Coaching Fundamentals

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 so you can have big payoffs in the future. The benefits of coaching include improved communication skills, increased confidence, increased productivity, and a better work-life balance. Good coaches let go of control and rather than providing answers - they move to curiosity. Coaching is all about going from the "fixer" to the "empowerer" and helping individuals navigate problem solving on their own. 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 be able to:
- distinguish between coaching and other workplace interactions, such as mentoring, counseling, and consulting;
- identify when it is appropriate to use coaching and when it is not;
- apply strategies to create a safe space for coaching; and,
- develop your skill of curiosity and ask powerful questions.

February 28, 2023 - 9 am to 12 pm
Delivery: in person
Online curriculum: 1-2 hours
Live in-person workshop: 3 hours
Location: JSGS, 2155 College Avenue
Length: half day
Cost: $250

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

This workshop assists leaders in sorting out competing expectations in order to work collaboratively to meet organizational objectives. You will explore the key principals of collaborative problem solving, including establishing and maintaining a positive culture, managing personality types, and guiding discussions to reach decisions.

By the end of this workshop, you will be able to:
- identify the key competencies for collaborative leadership;
- recognize the impact of personality types and bias on leadership outcomes;
- examine how aspects of organizational culture relate to the success or failure of collaborative efforts; and,
- apply strategies for building collaborative relationships in the workplace.

Strategic Collaboration

March 7, 2023 - 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

"*This workshop will help me to relate and reflect when it comes to collaboration, communication and problem-solving with a variety of stakeholders.*"

"*It helped me better understand why I have reacted in certain ways in different scenarios, and also provided me with a better toolkit that I can use when leading projects.*"

Writing for Government

March 8, 2023 – 1 pm to 4 pm
Delivery: online
Online curriculum and required assignment: 2 hours
Live online workshop: 3 hours
Length: full day
Cost: $350

Please note:
- *This workshop was formerly called Applied Government Writing.*
- *As this workshop builds upon concepts introduced in The Art of the Briefing Note, we recommend that participants complete that workshop prior to attending this session.*
- *Due to the pre-workshop assignment that will be critiqued by facilitators, this is considered a full-day workshop, even though the in-class portion of the session is a half day.*

There are a number of considerations when crafting government documents. Writing for different audiences requires you to think about style, format, technical information, decisions required, and key messages. This introductory workshop will examine these considerations as well as tips and tricks that can improve your writing. You will submit a briefing note assignment in advance of the in-person workshop. Details on the assignment will be provided several weeks in advance of the workshop, and facilitators will provide you with customized feedback on your writing. During the live workshop we will spend time on key sections required in briefing notes and discuss material from the assignment to illustrate how to improve your writing skills.

By the end of this workshop, you will be able to:
- identify tips and techniques to write better government documents;
- consider your audiences' needs and adapt your writing to those needs;
- apply strategies for effectively communicating information to your audience, especially technical or challenging subject matter; and,
- implement facilitator feedback and suggestions in future written documents.

Cabinet Decision Items (CDIs) are one of a number of important decision-making tools used by cabinet. This workshop is designed to provide Saskatchewan public servants with the knowledge and skills to better prepare cabinet documents. You will review the different types of cabinet documents, their functions and purposes, their organization and formats, and the importance of properly framing options and recommendations. You will learn practical tips and guidelines that will help you prepare and write better quality cabinet documents in the future.

By the end of this workshop, you will be able to:
- assess your audience and their needs;
- distinguish between well-written and poorly-written cabinet documents; and,
- apply tips and techniques to write better cabinet documents.

The ABCs of CDIs

March 14, 2023 – 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $350

Please note that while the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses on how to write cabinet documents within the Government of Saskatchewan.
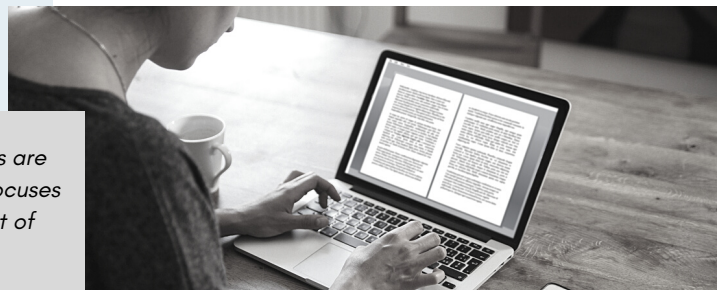
Budget is the universal language between all areas of government. The Budget Process and Financial Literacy workshop will increase your fluency in public sector budgeting and financial management in the Government of Saskatchewan. This workshop will provide you with an understanding of the roles and 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 be able to:
- appreciate the elements of sound financial planning, management and accountability in public sector entities;
- recognize the vital role that financial considerations play in policy and program development and management; and,
- apply your knowledge of the financial planning and decision-making processes of government in your own work.

Please note that while the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses on the budgeting process of the Government of Saskatchewan.

Budget Process & Financial Literacy

March 15, 2023 - 9 am to 12 pm and 1 pm to 4 pm
Delivery: in person
Online curriculum: 2 hours
Live in-person workshop: 6 hours
Location: JSGS, 2155 College Avenue
Length: full day
Cost: $350

"*I already knew some of the budget process, but the workshop broadened and added great context to the process for me, which will be helpful in planning programs and budget submissions in the future.*"

Additional Information

- Our policy workshops are designed to give you a general introduction to the workshop topic. While we will give you strategies and tools you can apply and integrate into your work, you will not be an expert on the topic after a single workshop.
- For registration instructions, please visit the **JSGS website** or consult the registration instructions that were shared with this brochure.
- We also offer policy workshops for specific ministries or organizations. If you are interested in organizing a workshop for your team or branch, please contact **sharri.dewey@uregina.ca**.

JSGS Core Public Servant Competencies

Evidence & Strategic Thinking
1. **Policy & Context Knowledge**
2. **Economics & Finance**
3. **Statistics & Data**

Connection & Collaboration
1. Communications
2. Engagement
3. Indigenous and Intercultural Responsiveness

Implementation & Improvement
1. Program & Project Management
2. Evaluation
3. Leadership

The Johnson Shoyama School of Public Policy has a competency framework for the skills and knowledge we want to instill in our students and participants of our executive education programs. This framework is a living document and evolves as the public sector and its' needs evolve. As you will see, our workshops address multiple competencies and reflect the complexity and interconnectedness of public policy and administration issues. We share this framework to assist you in preparing your own learning and development plans. If you have any questions about this information, please feel free to contact us.

JSGS Core Public Servant Competencies

Core Competency #1: Evidence & Strategic Thinking

Policy & Context Knowledge	Economics & Finance	Statistics & Data
• understands the context and background of their policy area and that building a strong knowledge base is crucial in all areas of policy • has awareness of the history of the policy area and builds on lessons learned from the past • has a clear understanding and working knowledge of what it means to be a civil servant and how to support ministers and government • looks beyond the initial policy question to understand and address the real issues behind it	• works with economic advisers as an intelligent customer and commissioner of their expertise • can perform simple analysis and use the evidence supplied to develop high-quality policy advice • considers the importance of economic considerations and using public money effectively during policy development • understands the financial challenges and complexities behind the funding for the policy area and makes appropriate recommendations and decisions	• understands and can apply the basic processes required to develop a sound evidence base to support policy recommendations • commissions, understands and uses information from analysts, statisticians and social researchers to support policy design • understands both the benefits and risks of using data • makes effective use of experts to develop a sound evidence base to support policy recommendations

JSGS Policy Workshops Aligned with Core Competencies

• Accountability in Public Institutions • Comparative Public Policy • Leading in Ambiguous Times • Legislative Processes • **Policy Implementation (pg 6)** • Public Service: A Deeper Dive • Strategic Thinking • The Public Good • The Role of the Courts • **The Role of the Public Servant (pg 3)** • Treasury Board & CIC Crowns • Working with Government • Working with the Elected	• Behavioural Economics & Nudging • **Budget Process & Financial Literacy (pg 9)** • Treasury Board Simulation	• Big Data & Analytics • **Evidence-Based Decision Making (pg 4)** • Research 101 for Public Servants

JSGS Core Public Servant Competencies

Core Competency #2: Connection & Collaboration

Communications	Engagement	Indigenous and Intercultural Responsiveness
• presents accurate, brief, clear arguments & options • tailors communications to its use and intended audience • is skilled in providing briefings • uses a range of methods to communicate persuasively	• engages and works in partnership with internal and external stakeholders, including relevant experts • uses a range of user-centered design tools and techniques to assess user needs • engages effectively with intergovernmental counterparts • recognizes the unique rights of Indigenous peoples and engages accordingly	• values equity, diversity, inclusion as vital to achieving excellence, innovation, and creativity in the public sector • engages and sustains partnerships with First Nations, Métis and Inuit Peoples and their community members, Nations, and organizations • upholds evidence-based principles for equity, diversity, and inclusion actions • applies principles for EDI when planning and applying policy

JSGS Policy Workshops Aligned with Core Competencies

• **Business Case Analysis (pg 5)** • **Coaching Fundamentals (pg 7)** • Effective Communications in Government • Shaping the Narrative: Communicating with Media and the Public • **The ABCs of CDIs (pg 8)** • **The Art of the Briefing Note (pg 3)** • **Writing for Government (pg 8)**	• Collaborative Approaches to Wicked Problems • Collaborative Policy Management • Leading Engagement • **Strategic Collaboration (pg 7)** • Tools for Building Alliances • The Role of Environmental Policy • Working with Public Sector Boards • Working with the Ministry of Justice • Working with the Non-Profit Sector	• **Indigenous Economic Development (pg 4)** • Multigenerational Workforces • Reconciliation: Moving from Mandates to Action • The Relationship between Indigenous and Non-Indigenous People

JSGS Core Public Servant Competencies

Core Competency #3: Implementation & Improvement

Program & Project Management	Evaluation	Leadership
• understands and can apply various Program and Project Management tools and methods to ensure successful delivery • understands the environment in which their policy will be delivered • delivers value for money even if not directly accountable for a budget • understands the importance of planning and monitoring their policy development	• understands and uses a range of evaluation techniques • understands the importance of varied viewpoints in policy evaluation • understands the importance of including how outcomes will be evaluated at an early stage of policy development • uses a range of techniques to plan and prepare for possible outcomes when their policy is implemented	• upholds integrity and other ethical considerations in their working context • mobilizes others to work for a shared goal • applies strategies for promoting innovation and guiding change • models respect for diversity

JSGS Policy Workshops Aligned with Core Competencies

• **Business Case Analysis (pg 5)** • Crisis Management • Policy Development & Implementation • **Policy Implementation (pg 6)** • Risk Assessment & Mitigation • Traits & Tools for Innovation	• Comparative Public Policy • Learning from Failure • Performance Outcomes • **Program Measurement & Evaluation (pg 5)** • The Role of Environmental Policy	• **Leadership Foundations (pg 6)** • **Coaching Fundamentals (pg 7)** • Creating a Culture of Accountability • Empathy • Innovation • Leading in Ambiguous Times • Policy Lessons from COVID-19 • Public Service Ethics • The Relationship between Indigenous and Non-Indigenous People • Traits & Tools for Innovation • Trust, Innovation & Economic Growth