



The Johnson Shoyama School of Public Policy has a competency framework for the skills and knowledge we want to instill in students and participants of our executive education programs. This framework is a living document that 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.



## Core Competency #1: Evidence & Strategic Thinking

Policy & Context Knowledge	Economics & Finance	Statistics & Data
<ul style="list-style-type: none"> <li>• understands the context and background of their policy area and that building a strong knowledge base is crucial in all areas of policy</li> <li>• has awareness of the history of the policy area and builds on lessons learned from the past</li> <li>• has a clear understanding and working knowledge of what it means to be a civil servant and how to support ministers and government</li> <li>• looks beyond the initial policy question to understand and address the real issues behind it</li> </ul>	<ul style="list-style-type: none"> <li>• works with economic advisors as an intelligent customer and commissioner of their expertise</li> <li>• can perform simple analysis and use the evidence supplied to develop high-quality policy advice</li> <li>• considers the importance of economic considerations and using public money effectively during policy development</li> <li>• understands the financial challenges and complexities behind the funding for the policy area and makes appropriate recommendations and decisions</li> </ul>	<ul style="list-style-type: none"> <li>• understands and can apply the basic processes required to develop a sound evidence base to support policy recommendations</li> <li>• commissions, understands and uses information from analysts, statisticians and social researchers to support policy design</li> <li>• understands both the benefits and risks of using data</li> <li>• makes effective use of experts to develop a sound evidence base to support policy recommendations</li> </ul>

## JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>• Comparative Public Policy</li> <li>• Foundations of Continuous Improvement</li> <li>• Introduction to Access &amp; Privacy</li> <li>• Introduction to Regulatory Compliance</li> <li>• Legislative Processes</li> <li>• Policy Development &amp; Implementation</li> <li>• Public Service: A Deeper Dive</li> <li>• Strategic Thinking</li> <li>• The Role of the Public Servant</li> <li>• Working with the Elected</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Process &amp; Financial Literacy</li> <li>• Business Case Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence-Based Decision Making</li> <li>• Introduction to Access &amp; Privacy</li> <li>• Research 101 for Public Servants</li> </ul>
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## Core Competency #2: Connection & Collaboration

Communications	Engagement	Indigenous and Intercultural Responsiveness
<ul style="list-style-type: none"> <li>• presents accurate, brief, clear arguments &amp; options</li> <li>• tailors communications to its use and intended audience</li> <li>• is skilled in providing briefings</li> <li>• uses a range of methods to communicate persuasively</li> </ul>	<ul style="list-style-type: none"> <li>• engages and works in partnership with internal and external parties, including relevant experts</li> <li>• uses a range of user-centered design tools and techniques to assess user needs</li> <li>• engages effectively with intergovernmental counterparts</li> <li>• recognizes the unique rights of Indigenous peoples and engages accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• values equity, diversity, inclusion as vital to achieving excellence, innovation, and creativity in the public sector</li> <li>• engages and sustains partnerships with First Nations, Métis and Inuit Peoples and their community members, Nations, and organizations</li> <li>• upholds evidence-based principles for equity, diversity, and inclusion actions</li> <li>• applies principles for EDI when planning and applying policy</li> </ul>

## JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>• Coaching Fundamentals</li> <li>• Evidenced-Based Decision Making</li> <li>• The ABCs of CDIs</li> <li>• The Art of the Briefing Note</li> <li>• The Art of the Verbal Briefing</li> <li>• Writing for Government</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative Approaches to Wicked Problems</li> <li>• Collaborative Policy Management</li> <li>• Innovative Approaches to Wicked Problems</li> <li>• Leading Engagement</li> <li>• Strategic Collaboration</li> <li>• Tools for Building Alliances</li> <li>• Tools for Building Collaborative Partnerships</li> <li>• Working with the Non-Profit Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Economic Development</li> <li>• Indigenous Engagement</li> <li>• Reconciliation: Moving from Mandates to Action</li> <li>• The Relationship between Indigenous and Non-Indigenous People</li> </ul>
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## Core Competency #3: Implementation & Improvement

Program & Project Management	Evaluation	Leadership
<ul style="list-style-type: none"> <li>• understands and can apply various Program and Project Management tools and methods to ensure successful delivery</li> <li>• understands the environment in which their policy will be delivered</li> <li>• delivers value for money even if not directly accountable for a budget</li> <li>• understands the importance of planning and monitoring their policy development</li> </ul>	<ul style="list-style-type: none"> <li>• understands and uses a range of evaluation techniques</li> <li>• understands the importance of varied viewpoints in policy evaluation</li> <li>• understands the importance of including how outcomes will be evaluated at an early stage of policy development</li> <li>• uses a range of techniques to plan and prepare for possible outcomes when their policy is implemented</li> </ul>	<ul style="list-style-type: none"> <li>• upholds integrity and other ethical considerations in their working context</li> <li>• mobilizes others to work for a shared goal</li> <li>• applies strategies for promoting innovation and guiding change</li> <li>• models respect for diversity</li> </ul>

## JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>• Business Case Analysis</li> <li>• Foundations of Continuous Improvement</li> <li>• Policy Development &amp; Implementation</li> <li>• Policy Implementation</li> <li>• Risk Assessment &amp; Mitigation</li> <li>• Traits &amp; Tools for Innovation</li> <li>• Writing for Government</li> </ul>	<ul style="list-style-type: none"> <li>• Comparative Public Policy</li> <li>• Introduction to Regulatory Compliance</li> <li>• Learning from Failure</li> <li>• Performance Outcomes</li> <li>• Program Measurement &amp; Evaluation</li> <li>• The Role of Environmental Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching Fundamentals</li> <li>• Creating a Culture of Accountability</li> <li>• Empathy</li> <li>• Ethical Challenges in the Public Service</li> <li>• Innovation</li> <li>• Innovative Approaches to Wicked Problems</li> <li>• Leadership Accelerators, Derailers, &amp; Paradoxes</li> <li>• Leadership Foundations</li> <li>• Leading Alignment for Public Sector Impact</li> <li>• Motivate to Elevate: Advancing Public Sector Teams</li> </ul>
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