POLICY WORKSHOP SERIES

About the Program

Today's complex economic and social challenges require decision makers to be flexible, collaborative, and well informed regarding 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
- applied learning components, such as exercises, simulations, role plays, and case studies

The Role of the Public Servant

September 1, 2022 – 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.

Budget Process & Financial Literacy

September 8, 2022 – 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 Ave
Length: full day
Cost: $350

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:

- recognize the vital 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,
- describe financial decision-making processes and elements of financial policy and program accountability.

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

This workshop was formerly a half-day session but has recently been expanded to a full day.

The Art of the Briefing Note

Program Measurement & Evaluation

September 13, 2022 – 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

October 18, 2022 – 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

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.

"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."

September 15, 2022 – 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

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.

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

Strategic Collaboration

September 22, 2022 – 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
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 corroboratively 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.

"*Just recently I moved from a supervisor role to a manager. The content of this workshop will continue to help me build a cohesive team built on trust and collaboration.*"

"*This workshop will significantly assist me as a planning coordinator in understanding, engaging, and collaborating with stakeholders.*"

Behavioural Economics & Nudging

September 29, 2022 – 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

Do you want to know how to use policy tools to nudge citizens towards positive outcomes? This workshop will introduce a number of policy tools and give you 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 and recommend appropriate policy response options for governments.

By the end of this workshop, you will be able to:
- identify the objectives of policies;
- recognize a number of alternative mechanisms to achieve policy objectives; and,
- evaluate policy alternatives and make recommendations on those most likely to be effective.

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Strategic Thinking

The Relationship between Indigenous and Non-Indigenous People

October 6, 2022 – 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

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 be able to:
- utilize tools to assess where you want to go before you embark;
- examine the importance of framing policy options and recommendations against a preferred future; and,
- consider what good looks like so you can assess progress and evaluate impact.

October 20, 2022 – 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

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 reviews engagement strategies and relationship-building tools that public servants can use with Indigenous communities.

By the end of this workshop you will be able to:
- recognize how historical events, policies and current legislation have shaped the current social, health, and education inequalities for many Indigenous people;
- apply relationship-building tools and engagement strategies; and
- implement TRC *Calls to Action* in your work.

"*This workshop provides a knowledge base to better understand the history, dependencies, path, and actions for the ongoing implementation of TRC Calls to Action.*"

"*This is one of the best workshops I have taken – one that has true impact and examines what can be done in the future to improve the relationship between Indigenous and non-Indigenous people.*"

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Learning from Failure (NEW!)

Big Data & Analytics

October 27, 2022 – 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

As leaders and teams, it is not sufficient to just examine and reflect on what went well. Deeper learning and growth come from exploring what didn't go well and why. Successful organizations acknowledge and learn from their failures in a proactive and purposeful way. While big failures tend to surface naturally, many small failures remain hidden. Surfacing failure is key to creating a learning organization. The path to creating a safe environment for sharing our failings is fragile and must be built on a strong foundation of trust and openness – free from a culture of blame and shame.

High performing organizations also build in course correction, by 'failing forward fast.' They not only view failure as an opportunity for learning but are emboldened by moving past what isn't working to reflect further on the nature of the problem they are trying to solve and introduce alternate countermeasures and experimentation. These efforts are key to creating a nimble organization and a culture of innovation, problem seeking, and problem solving.

By the end of this workshop, you will be able to:
- recognize failure as a natural human and organizational condition;
- acknowledge that failure is sometimes good, sometimes bad, but always an opportunity to learn;
- describe the meaning of 'fail forward fast'; and,
- identify and create the necessary conditions in an organization for surfacing and exploiting failure in order to learn and grow.

November 8, 2022 – 9 am to 12 pm
Delivery: online
Online curriculum: 1–2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

Data has become a huge commodity across the world, and it can be used as fuel for change based on the analytics that are used. 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 we make better policy and informed decisions? Analyzing data for the sake of analyzing is not the solution. This introductory workshop will examine these questions as well as ethical issues that need to be considered in gathering and analyzing data, such as privacy, manipulating data, and open data.

By the end of this workshop, you will be able to:
- describe the basics of big data and analytics;
- identify opportunities and challenges in your own work for using data analytics; and,
- apply strategies to innovate and shift our thinking to create better policy and informed decisions.

> "*This workshop content will help me in so many ways – like understanding and evaluating the data I have access to, what I can look for, and how to work with my colleagues better.*"
>
> "*We are in the early stages of developing models for evidence-based decision making and a data strategy, so this workshop provided good insight.*"

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Research 101 for Public Servants (NEW!)

November 23, 2022 – 9 am to 12 pm
Delivery: online
Online curriculum: 1–2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

There are increasing expectations that decisions, policies, and practices be informed by evidence. While there is a lot of research and evidence available, it can be challenging to distinguish relevant, trustworthy information from irrelevant or untrustworthy information. How can you use research and evidence in your work, and do so responsibly?

This workshop introduces public servants to the fundamentals of research. You will learn foundational knowledge for engaging with research responsibly. You will also develop strategies to effectively navigate the world of research, evidence, and information in ways that help you do your work better.

By the end of the workshop, you will be able to:
- explain the evidence continuum and why it matters;
- locate trustworthy research studies and existing data sources relevant to your work;
- develop and apply strategies to assess the trustworthiness of research; and,
- create opportunities to bridge the researcher-practitioner gap.

Coaching Fundamentals

November 24, 2022 – 9 am to 12 pm
Delivery: online
Online curriculum: 1–2 hours
Live online workshop: 3 hours
Length: half day
Cost: $250

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.

"*I'm definitely more aware of my practice of coaching – knowing where it is appropriate, what are key skills and concepts that need to be applied if I am going to provide coaching. I liked that the information was presented in a way that made it easy to put into practice.*"

"*The facilitator did an amazing job bringing the content to life and ensuring that participants left with skills that could be put into practice immediately.*"

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Leadership Foundations

Reconciliation: Moving from Mandates to Action (NEW!)

December 1, 2022 – 9 am to 12 pm and 1 pm to 4 pm
Delivery: online
Online curriculum and self-assessment: 2 hours
Live online workshop: 6 hours
Length: full day
Cost: $500 ($350 registration fee + $150 non-refundable leadership self-assessment)

Aimed at emerging, new, or mid-level leaders, the Leadership Foundations 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:
- identify the characteristics of high performing leaders;
- recognize the role of a leader in creating high performing cultures and organizations;
- analyze the various pressures and pitfalls leaders experience;
- recognize your leadership strengths and the areas in which you can grow; and,
- design and implement a leadership action plan.

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.

December 8, 2022 – 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

The release of the Final Report from the Truth and Reconciliation Commission of Canada came with a simple request – every Canadian needed to engage in this process. This resulted in a flurry of reconciliation mandates within public and private sectors. However, if your organization does not neatly fall under one of the 94 Calls to Action, it can be difficult to create a strategy. In this workshop, you will discuss what it means to create a meaningful reconciliation strategy and how to effectively implement a strategy that will engage your colleagues.

By the end of this workshop, you will be able to:
- examine the meaning of reconciliation in a contemporary work context;
- discuss the role reconciliation can play in a work environment;
- compare previous efforts to engage in the process; and,
- identify and apply strategies that can support team efforts in the reconciliation process.

Image source: The Globe and Mail

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More Information
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Writing for Government

Public Service: A Deeper Dive (NEW!)

December 13, 2022 – 9 am to 12 pm
Delivery: in person
Online curriculum and required assignment: 2 hours
Live in person workshop: 3 hours
Location: JSGS, 2155 College Avenue
Length: full day
Cost: $350

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.

Please note:
- *This workshop was formerly named Applied Government Writing.*
- *As this workshop builds upon concepts introduced in The Art of the Briefing Note and The ABCs of CDIs, we recommend that participants complete one of those workshops 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.*

December 14, 2022 – 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

Building upon learning from *The Role of the Public Servant*, this workshop provides a deeper dive into the unique role of the public servant and the processes of decision making and accountability in the public sector. You will explore your role in reconciliation and promoting diversity within the public service. You will also examine your role within the government budget process and look at the division of powers and funding between different levels of government. We will also discuss the unique relationship between public servants and elected officials, as well as ethical challenges like speaking truth to power, loyal implementation, and the concept of "capture."
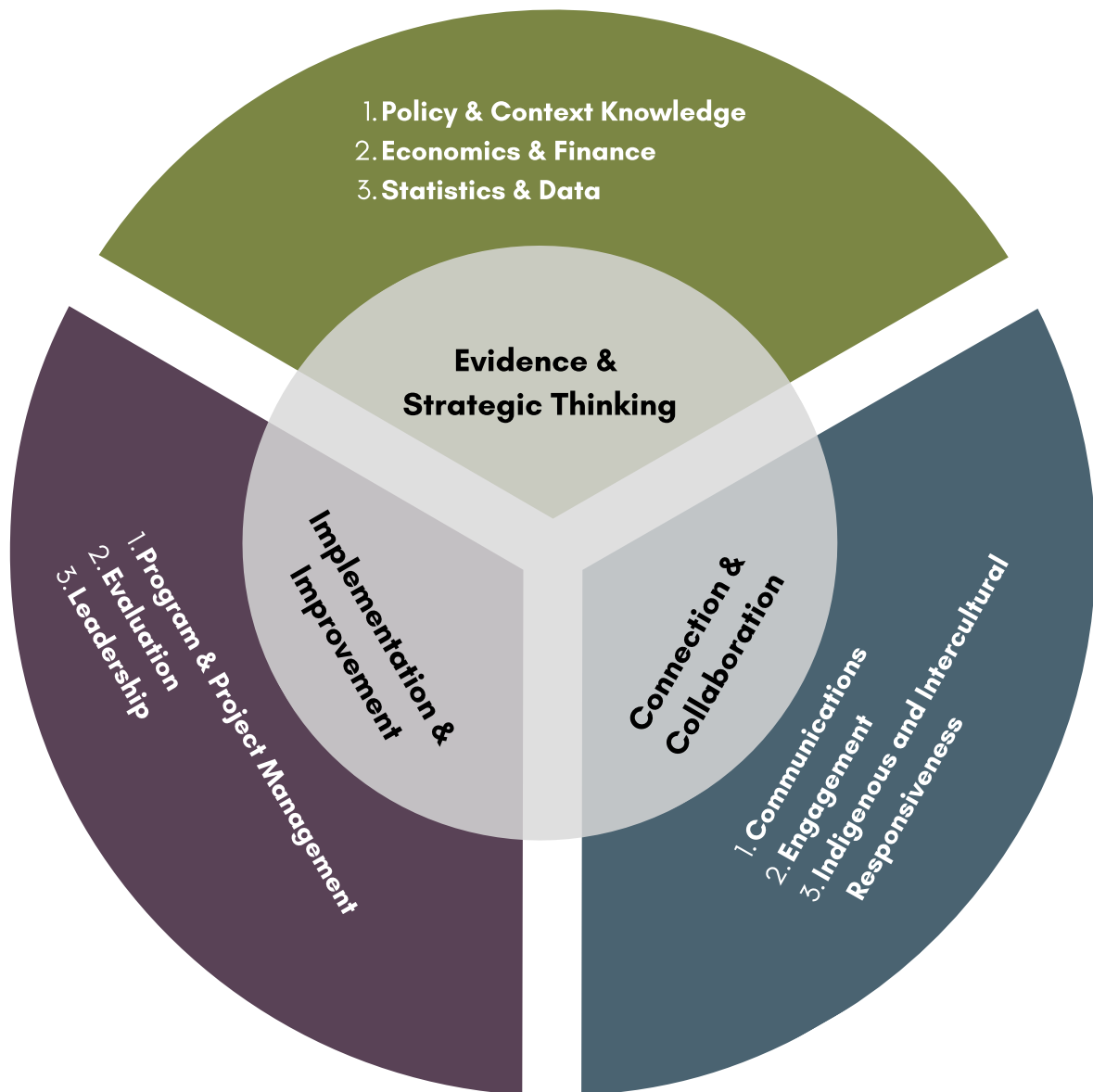
By the end of this workshop, you will be able to:
- apply strategies to promote diversity in the public service;
- consider an authentic reconciliation focus within your work;
- more effectively collaborate with other levels of government to align with your strategic directions;
- provide the best policy advice to decision makers by speaking truth to power; and,
- examine your stakeholder relationships so you can identify and avoid capture.

We strongly recommend participants complete The Role of the Public Servant prior to completing this workshop.

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JSGS Core Public Servant Competencies

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

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

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

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.

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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 • **Public Service: A Deeper Dive (NEW!) (pg 9)** • **Strategic Thinking (pg 5)** • The Public Good • The Role of the Courts • **The Role of the Public Servant (pg 2)** • Treasury Board & CIC Crowns • Working with Government • Working with the Elected	• **Behavioural Economics & Nudging (pg 4)** • **Budget Process & Financial Literacy (pg 2)** • Treasury Board Simulation	• **Big Data & Analytics (pg 6)** • Evidence-Based Decision Making • **Research 101 for Public Servants (NEW!) (pg 7)**

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 **Coaching Fundamentals (pg 7)** - Effective Communications in Government - Shaping the Narrative: Communicating with Media and the Public - The ABCs of CDIs **The Art of the Briefing Note (pg 3)** **Writing for Government (pg 9)**	- Collaborative Approaches to Wicked Problems - Collaborative Policy Management - Leading Engagement **Strategic Collaboration (pg 4)** - 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 - Multigenerational Workforces **Reconciliation: Moving from Mandates to Action (NEW!) (pg 8)** **The Relationship between Indigenous and Non-Indigenous People (pg 5)**

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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 • Crisis Management • Policy Development & Implementation • Policy Implementation • Risk Assessment & Mitigation • Traits & Tools for Innovation	• Comparative Public Policy • **Learning from Failure (NEW!) (pg 6)** • Performance Outcomes • **Program Measurement & Evaluation (pg 3)** • The Role of Environmental Policy	• **Leadership Foundations (pg 8)** • **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 (pg 5)** • Traits & Tools for Innovation • Trust, Innovation & Economic Growth

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