

FALL 2023

Public Sector Workshop Series





The Public Sector Workshop Series

As a public servant, you need to be flexible, collaborative and well-informed about the political, legislative, and intercultural context of your work—especially given today's complex economic and social challenges. We are here to help.

Whether you seek development opportunities for yourself or your team, we encourage you to explore our fall offerings. Each Public Sector Workshop includes a challenging curriculum, localized content, and solutions driven by experience and innovation. Supported by a comprehensive competency framework and taught by former senior public servants, the Public Sector Workshop Series will help you build your capacity.



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 Certificates of Completion to participants who complete 6 full days of training, including the introductory workshop, *The Role of the Public Servant*. Since 2010, we've awarded certificates to over 800 public servants. For more information, visit [our website](#).





The Role of the Public Servant

August 30: 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

Online curriculum: 2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competency: Evidence & strategic thinking (policy & context knowledge)

The unique role of government has a significant impact on the structure and function of government ministries, crowns, and agencies. 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.

- *"The facilitators were amazing. Very knowledgeable! I also really enjoyed the breakout sessions."*
- *"My work is very detail-oriented. It was great to step back, see the bigger picture in which I work, and try to understand how my role is connected to bigger policy issues."*
- *"This workshop will give me a better understanding of the 'why' behind my role and responsibilities and better utilize my time to stay in line with the decision makers."*

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.

The Art of the Briefing Note

September 6: 9 am to 12 pm

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

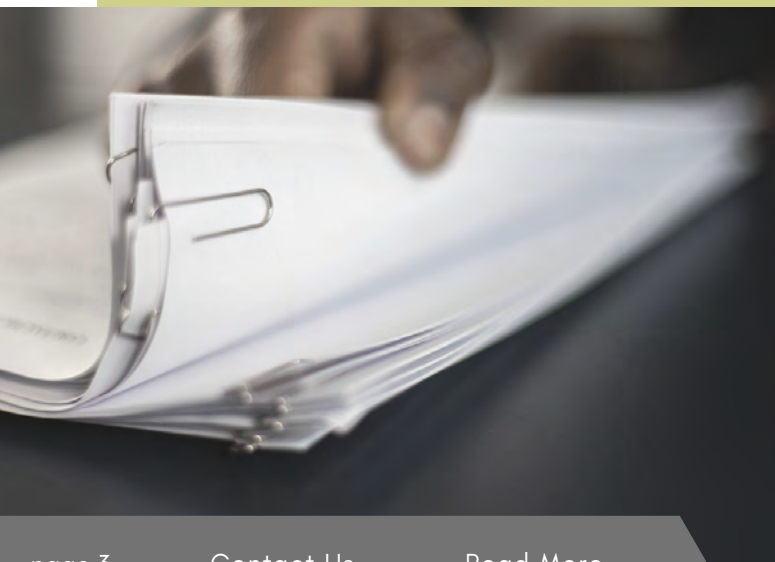
Cost: \$325 (+GST & PST)

Core competency: Connection & collaboration (communications)

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.





NEW! Introduction to Regulatory Compliance

September 14: 9 am to 12 pm & 1 pm to 4 pm
 Delivery: in person
 Location: Robertson Classroom, JSGS (CB 308)
 Online curriculum: 2 hours
 Live in person workshop: 6 hours
 Length: full day
 Cost: \$450 (+GST & PST)
 Core competencies: Implementation & improvement (evaluation) & Evidence & strategic thinking (policy & context knowledge)

Regulatory systems in a democratic society are intended to advance the public interest of citizens' health, safety, and economic well-being, and the overall sustainability of society. This introductory workshop examines the role and benefits of regulation and regulatory policy, and explores increasingly complex regulatory environments and the challenges of achieving regulatory compliance. You will learn about the public policy basis for regulation,

compliance tools, how to create a culture of compliance, and best practices for regulatory governance. Additionally you will explore the concept of 'regulatory excellence' and how you can implement principles of regulatory excellence in your own work. The workshop content is applicable to those working in a regulatory capacity, as well as organizations that are subject to regulation and striving to better understand regulatory approaches in order to achieve and maintain compliance.

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

- express how regulation supports public policy objectives within a democratic society;
- explain the nature and implications of increasingly complex regulatory environments;
- describe the basic functions of regulatory policy, regulatory compliance, and mechanisms that support compliance; and,
- apply best practices that support regulatory compliance, including sound governance structures, creating a culture of compliance, and implementing a risk-based regulatory approach.

Program Measurement & Evaluation

October 4: 9 am to 12 pm & 1 pm to 4 pm
 Delivery: online
 Online curriculum: 2 hours
 Live online workshop: 6 hours
 Length: full day
 Cost: \$450 (+GST & PST)
 Core competency: Implementation & improvement (evaluation)

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.

- *"This workshop will help me and our team to go through good beginning planning and help to create ways to measure success. All of our work is in areas that are challenging to quantify or even measure qualitatively without a lot of effort, but the workshop gave me some ideas of how we can do some measuring and put that into larger contexts to assess success."*
- *"I am a program manager and would like to implement a regular program review, and I believe this workshop gave me the basic understanding to do that."*
- *"I work as a program analyst, so it is helpful to have these frameworks in hand so that I can apply them. It also validates some of what I've already been doing."*



Leadership Foundations

October 18: 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

Online curriculum + LCP self-assessment: 2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$450 + \$150 LCP = \$600 (+GST & PST)

Core competency: Implementation & improvement (leadership)

Note: The \$150 fee for the pre-workshop LCP self-assessment is non-refundable.

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.

- "I really liked that the concepts discussed in the workshop provided take-aways and actionable tools for me to use in developing my own leadership."
- "Brent did an absolutely wonderful job leading the session - great engagement with the participants and pace going through the content. I thoroughly enjoyed the day!"

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

Coaching Fundamentals

November 2: 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person

Location: Robertson Classroom, JSGS (CB 308)

Online curriculum: 2 hours

Live in-person workshop: 6 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competencies: Implementation & improvement (leadership) & Connection & collaboration (communications)

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.





Leadership Accelerators, Derailers, & Paradoxes

November 8: 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

Online curriculum + LADP self-assessment: 2 hours

Live online workshop: 6 hours

Length: full day

Cost: \$450 + \$150 LADP = \$600 (+GST & PST)

Core competency: Implementation & improvement (leadership)

Note: The \$150 fee for the pre-workshop LADP self-assessment is non-refundable.

This workshop explores the topic of leadership by examining several research-based leadership practices: leadership accelerators that are important for success, dimensions of leadership motivation, leadership derailers to avoid, and paradoxes that leaders are often expected to navigate. You will explore each of these areas and learn specific tips and tools for each of them. You'll then apply what you've learned to a case study and generate an action plan to fuel your continued leadership growth.

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

- describe and summarize 12 leadership accelerators, 3 motivators, 5 derailers, and 12 paradoxes;
- interpret the results of your own leadership self-assessment to identify areas of strength and growth;
- apply tips and tools to real-world examples and challenges, including those you face in your own work; and,
- develop and execute an action plan to facilitate your continued leadership development.

Budget Process & Financial Literacy

November 14: 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person

Location: Robertson Classroom, JSGS (CB 308)

Online curriculum: 2 hours

Live in-person workshop: 6 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competency: Evidence & strategic thinking (economics & finance)

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 workshops are aimed at a broad public sector audience, this workshop focuses on the budgeting process of the Government of Saskatchewan.

- "I have knowledge of the planning & budgeting cycle due to my role, but it was nice to have everything tied together – and it allows me to have a bigger picture view."
- "I have taken a few JSGS workshops, this one was my favorite but also it's an area of interest for me. All the instructors I have had with JSGS to date have been great but Claire and Ron were perfect for instructing this workshop."



Intergovernmental Relations

November 29: 9 am to 12 pm

Delivery: in person

Location: Robertson Classroom, JSGS (CB 308)

Online curriculum: 2 hours

Live in-person workshop: 3 hours

Length: half day

Cost: \$325 (+GST & PST)

Core competencies: Evidence & strategic thinking (policy & context knowledge) &

Connection & collaboration (engagement)

Federalism is the system of government in Canada, in which jurisdictional responsibility and authority is laid out within the Constitution, assigning power to either the federal or provincial/territorial governments on matters such as education, health, national security and criminal law. However, as noted by Jean Leclair, "the law (constitutional framework) cannot be summarized simply as authority, but as a continuous set of actions that form and reform the relationships among Canadians." This workshop will explore how the concept of federalism actually works in practice.



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

- explain what makes federalism a highly functional and adaptable system, particularly in the Westminster model;
- assess why the federal system is currently working for Canada (or not); and,
- describe how the financial arrangements work and what parts are a challenge.

Please note that this workshop used to be named *Federalism*.

Writing for Government

December 12: 9 am to 12 pm

Delivery: online

Online curriculum + assignment: 3 hours

Live online workshop: 3 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competencies: Connection & collaboration (communications)

Notes: Because of the pre-workshop assignment, this workshop is considered a full day

Required pre-requisite: Participants must complete *The Art of the Briefing Note* prior to attending this workshop or have significant experience writing briefing notes.

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 live workshop, and facilitators will provide you with customized feedback on your writing. During the live workshop you will explore 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.

- "Most useful was the briefing note assignment feedback! It was very helpful to have an objective review of my writing. It reminded me to always remember my audience... even in a training session!!"
- "Jim and Ron were fantastic. Very clear and concise, and I still felt like I learned a lot. Thanks so much!"



Participant Testimonials

Here is what our participants have to say about our workshops:

- *"I was extremely impressed by the delivery. The online platform was slick and easy to navigate, the information was delivered visually, orally, and in written formats which kept it engaging, and the presenters were excellent."*
- *"I really appreciated the tips and tricks! Was a fabulous course."*
- *I appreciate and respect that JS GS has facilitators that came from government and understand exactly how different topics look like and actually function."*
- *"The facilitators are extremely experienced. Their ability to share their knowledge and experience really made the session valuable. The morning flew by. Great job!"*
- *"The templates and examples included in the online curriculum will be very helpful. Some of the connections I made through the chat feature will also be helpful and have already proven helpful in resources that have already been shared with me through connections with fellow participants."*



Custom Training

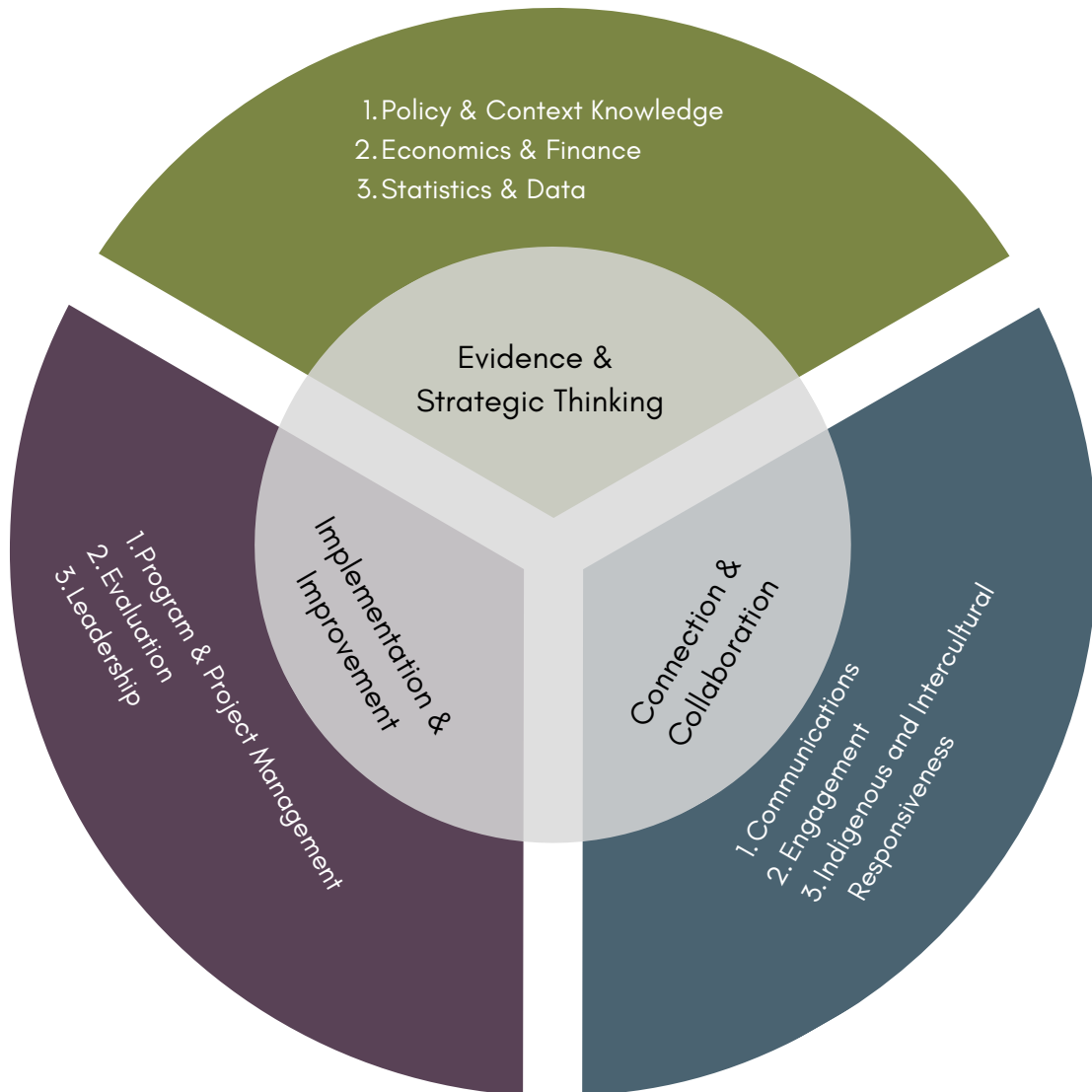
We also offer workshops for individual public sector organizations. You can choose from one of our pre-existing [workshop topics](#), or we could customize course content to meet your specific learning needs. [Contact us](#) for information on availability and workshop pricing.

Additional Information

- For registration instructions, please visit the [JS GS website](#) or consult the registration instructions that were shared with this brochure.
- While our workshops benefit all public sector employees, including those who are more experienced or in a senior role, our workshops are designed to give you a general introduction to each 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.
- JS GS offers a number of other executive education programs, including the [Public Sector Governance Program](#), [Municipal Sector Governance Program](#), [Indigenous Leadership Program](#), [kiskēiyhtamowina First Nations University Board Governance Program](#), [Excellence in Healthcare Leadership Program](#), and [Board of Revision Training Program](#).
- If you are interested in pursuing further study of public administration or public policy, JS GS offers several academic degrees, including a Master of Public Administration ([in person](#) or [online](#)), a [Master of Public Policy](#), a [Master of Health Administration](#), a [Master of Governance and Entrepreneurship in Northern and Indigenous Areas \(GENI\)](#), a [PhD in Public Policy](#) or [Applied Economics](#), and a number of [Masters Certificates](#).



JSGS Core Public Servant Competencies



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
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

<ul style="list-style-type: none"> Accountability in Public Institutions Comparative Public Policy Intergovernmental Relations (pg 7) NEW! Introduction to Regulatory Compliance (pg 4) Leading in Ambiguous Times Legislative Processes Policy Implementation 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 	<ul style="list-style-type: none"> Behavioural Economics & Nudging Budget Process & Financial Literacy Treasury Board Simulation 	<ul style="list-style-type: none"> Big Data & Analytics Evidence-Based Decision Making Research 101 for Public Servants
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JSGS Core Public Servant Competencies

Core Competency #2: Connection & Collaboration

Communications	Engagement	Indigenous and Intercultural Responsiveness
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Business Case Analysis • Coaching Fundamentals (pg 5) • 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 7) 	<ul style="list-style-type: none"> • Collaborative Approaches to Wicked Problems • Collaborative Policy Management • Intergovernmental Relations (pg 7) • Leading Engagement • Strategic Collaboration • 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 	<ul style="list-style-type: none"> • Indigenous Economic Development • Multigenerational Workforces • Reconciliation: Moving from Mandates to Action • The Relationship between Indigenous and Non-Indigenous People
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JSGS Core Public Servant Competencies

Core Competency #3: Implementation & Improvement

Program & Project Management	Evaluation	Leadership
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

<ul style="list-style-type: none"> Business Case Analysis Crisis Management Policy Development & Implementation Policy Implementation Risk Assessment & Mitigation Traits & Tools for Innovation 	<ul style="list-style-type: none"> Comparative Public Policy NEW! Introduction to Regulatory Compliance (pg 4) Learning from Failure Performance Outcomes Program Measurement & Evaluation (pg 4) The Role of Environmental Policy 	<ul style="list-style-type: none"> Leadership Accelerators, Derailers, & Paradoxes (pg 6) Leadership Foundations (pg 5) Coaching Fundamentals (pg 5) Creating a Culture of Accountability Empathy Innovation Leading in Ambiguous Times Policy Lessons from COVID-19 Ethical Challenges in the Public Service The Relationship between Indigenous and Non-Indigenous People Traits & Tools for Innovation Trust, Innovation & Economic Growth
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