



Spring  
2021



Policy  
Workshop  
Series  
(online)



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## Registration Launch

- All Spring 2021 workshops will be delivered online. Each workshop includes a live video session and an online curriculum that will be distributed to participants the week prior to the live video session. The online curriculum may include videos, discussion questions, applied exercises, assignments, pre-readings, and recorded presentations.
- Each half day workshop includes an online curriculum and a live video session. Each full day workshop includes an online curriculum and two live video sessions. Participants must be able to attend both video sessions to receive credit for a full day workshop.
- Any public servant can register for JSGS workshops - so feel free to share this information with colleagues.
- Registration for public servants external to the Government of Saskatchewan is available on the [JSGS website](#).
- See page 11 for details of our registration process.

### Frequently Asked Questions:

#### 1. Who is the audience for the Policy Workshop Series?

The target audience for the Policy Workshop Series is public sector employees who are directly involved in various aspects of development and implementation of public policy or who manage and provide oversight of the policy process.

Public sector organizations include provincial, federal, and municipal governments, Crown organizations, Indigenous organizations and governments, universities and other educational institutions, and non-profits. If you are unsure if you are eligible to attend, please contact us.

#### 2. How do I know when I have earned my certificate?

Policy Certificates are earned by attending the equivalent of six full days of training. Two half day workshops equal one full day of training. Please note that online offerings of the policy workshop series are worth the same as an in-person workshop.

Participants are responsible for tracking their completed workshops. Participants with access to Learn can view their workshops by clicking the “classes” tab in their Learn profile.

**Additional questions about JSGS Policy Workshops can be directed to: Sharri Dewey, JSGS Program Coordinator: [sharri.dewey@uregina.ca](mailto:sharri.dewey@uregina.ca)**

One offering:

April 15, 2021 9:00 a.m. - 11:30 a.m. and 1:00 p.m. - 3:30 p.m.

### **THE ROLE OF THE PUBLIC SERVANT**

The unique role of government has a significant impact on the structure and function of government ministries and crowns. This workshop provides an interactive introduction to that unique role and its influence on the processes of decision making and accountability in the public sector. It also presents practical tools to use when engaging in policy design and implementation. You will explore and address challenges to creating good policy in today's complex context.

By the end of this workshop, you will:

- understand the unique role of government in the production of public goods;
- recognize how the role of government affects the policy process, the role of the elected, and the role of public servants;
- be familiar with the policy cycle and how it links to other cycles;
- recognize policy tools and identify when to use them; and,
- know how best to provide policy advice.

One offering:

April 20, 2021 9:00 a.m. - 11:30 a.m.

### **INNOVATIVE APPROACHES TO WICKED PROBLEMS**

Wicked problems are complex issues which impact a diverse group of stakeholders and lack easily implementable solutions, such as climate change, crystal meth, and poverty. *Innovative Approaches to Wicked Problems* provides public servants with the tools and strategies they need to effectively address wicked problems in a rapidly changing environment. Participants will engage in holistic and critical thinking, discuss collaborative and adaptable methods, and hone their skills in problem solving and effective communication. This innovative workshop offers a valuable opportunity to collaborate with other public servants and have meaningful discussions on how to approach wicked problems in Saskatchewan and beyond.

By the end of this workshop, participants will:

- understand and appreciate the complexity of wicked problems,
- learn how to maximize stakeholder engagement through collaboration, and,
- develop innovative and flexible strategies required to effectively approach wicked problems.

One offering:

April 21, 2021 9:00 a.m. - 11:30 a.m. and 1:00 p.m. - 3:30 p.m.

### THE RELATIONSHIP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE

This one-day workshop provides an overview of the historical events and policies that have shaped the current relationship between Indigenous and non-Indigenous people in Canada. The workshop highlights how this historical context plays a role in the *Calls to Action* highlighted by the Truth and Reconciliation Commission (TRC). We are also honoured to have Elder Kewistep share his story of survival from his experiences with residential school in Saskatchewan. The workshop also examines current Indigenous policy and review engagement strategies and relationship-building tools that public servants can use with Indigenous communities.

By the end of this workshop, you will:

- understand how historical events, policies and current legislation have shaped the current social, health, and education inequalities for many Indigenous people;
- be familiar with relationship-building tools and engagement strategies; and,
- have the background knowledge necessary to initiate the implementation of selected TRC *Calls to Action*.

#### NOTE:

***This workshop builds on the lessons that were shared during Aboriginal Awareness Training. We help to reframe the concept of truth through a different lens and consider what you, as a public servant, can do to participate in the Calls to Action.***

One offering:

April 22, 2021 9:00 a.m. - 11:30 a.m.

### 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. *The Art of the Briefing Note* provides Saskatchewan public servants with a number of points to consider in writing better briefing notes. The half-day session covers a number of areas: your audience and what their needs are; the why, how and when of using briefing notes; as well as writing tips to communicate effectively. You will also get a chance to gain experience through practical exercises.

By the end of this workshop, you will:

- adapt your briefing note to your audience;
- understand the purpose of briefing notes as distinct from other forms of communication;
- know the attributes of good briefing notes; and,
- apply tips and techniques to write better briefing notes.



### One offering:

April 29, 2021 9:00 a.m. - 11:30 a.m.

#### **\*New\* WORKING WITH THE ELECTED**

Public servants in the public sector play a critical role in ensuring the resources, processes and services of government are efficiently managed. Beyond their knowledge and technical skill, successful public service employees demonstrate leadership, accountability, innovation, and risk management with a focus on the citizen. For some, this requires working with the Minister's office or directly with the Minister. For others, it means helping the senior officials in your Ministry prepare for those meetings and presentations. This workshop will discuss how public servants can best serve the people of the province by supporting their Minister's accountability to the Legislature and will include a panel discussion with a former Minister.

By the end of this workshop, you will:

- be familiar with how the senior officials in your Ministry engage with the Minister and their staff;
- better understand the intricacies of the relationship between Ministers and the public service; and,
- understand the opportunities and challenges with working with the elected.

### One offering:

May 6, 2021 9:00 a.m. - 11:30 a.m. and 1:00 p.m. - 3:30 p.m.

#### **NEGOTIATING A WORKING ALLIANCE**

Advancing economic and social policy requires effort to mobilize other people, organizations and partners with different perspectives and needs. Leaders must secure a commitment to a mutual purpose and establish a strategy for achieving it. The most innovative will tap into diverse perspectives to find new solutions. This workshop will offer an overview of the challenges leaders face in influencing change and mobilizing others to act. It will highlight tactics for enhancing communication and problem solving to reach agreements. The session will be interactive and will include group discussion and lecture pieces.

By the end of this workshop, you will:

- be able to analyze a negotiation problem and set goals;
- understand the competencies that will enable you to negotiate a mutual purpose;
- become familiar with tactics to shape mutually satisfactory strategies; and,
- have more tools to elevate your impact through relationships.

#### **NOTE:**

*This session was first introduced in the fall 2020 as a half day workshop. The feedback and the experience of the facilitators indicated that the learning would be best served by increasing this session to a full day.*

One offering:

May 11, 2021 1:00 p.m. - 3:30 p.m.

### PERFORMANCE OUTCOMES

Governments' primary role is to undertake actions to improve the quality of life of their citizens. These desired outcomes are planned and pursued through investments in public programs and policies but can be very complex in nature, such as addressing poverty. Just doing more things and spending more money without a plan to "move the needle" is not an acceptable approach. The *Performance Outcomes* workshop provides public servants with an opportunity to focus on outcomes, as they pertain to the policy cycles and program and policy development. The workshop will also use a logic model approach to understand outcomes, as they cannot be seen as a standalone goal and must be an integrated part of the problem definition and design process. Further, we will discuss how outcomes and accountability are connected.

By the end of this workshop you will:

- understand clearly the difference between outputs and outcomes and how they are linked;
- recognize the different types of outcomes (direct, indirect and final);
- identify the types of questions to ask to understand outcomes that are relevant; and,
- understand that an outcome-focus can clarify expectations and problem definitions.

One offering:

May 13, 2021 1:00 p.m. - 3:30 p.m.

### BUDGET PROCESS & FINANCIAL LITERACY

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:

- understand the 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,
- gain understanding of financial decision-making processes and elements of financial and program accountability within the context of public decision-making processes.

#### NOTE:

***While the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses primarily on the budget process for the Government of Saskatchewan.***

One offering:

May 19, 2021 9:00 a.m. - 11:30 a.m.

## **COLLABORATIVE POLICY MANAGEMENT**

The *Collaborative Policy Management* workshop examines various components of collaborative policymaking, including skills, knowledge and strategies to develop collaborative solutions to complex public policy issues and to manage collaborative partnerships. This workshop provides public servants with an introduction to developing policy through consensus-driven dialogue and participatory practices. It explores various strategies that may be used to craft solutions in both planning and implementation.

By the end of this workshop you will:

- be familiar with different approaches to collaborative policy making;
- understand how and why to engage others in collaborative processes; and,
- be able take collaborative action implementing strategies in a collaborative, networked environment.

One offering:

May 20, 2021 1:00 p.m. - 3:30 p.m.

## **BIG DATA & ANALYTICS**

Data has become a huge commodity across the world. It really is pieces of captured information. It can be used as fuel for change based on the analytics that are used. Data has value and knows no social norms or organizational boundaries. Every second data is being collected on all of us - from the grocery store, the internet, the gas station, our Fitbit, the ATM, Facebook, the medical lab, our favourite charity, online shopping, to the library. 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 you make better policy and informed decisions? Analyzing data for the sake of analyzing is not the solution. There are also ethical issues to be considered in gathering and analyzing data. This includes privacy; manipulating data; use of data for purposes other than what it was collected for, and open data.

By the end of this workshop, you will:

- be familiar with basic information on big data and analytics;
- identify opportunities and challenges in data analytics; and,
- recognize possibilities to innovate, shift our thinking and use different tools to create better policy and informed decisions.

One offering:

June 1, 2021 9:00 a.m. - 11:30 a.m.

### **TREASURY BOARD SIMULATION**

For most public servants, the process leading to budget decisions is a mysterious black box into which much material is sent and out of which seemingly incongruous decisions appear, usually with little or no explanation. Simple logistics limit the number of people that can actually witness the budget decision-making process and, therefore, the number of people who can benefit from the experience of “being in the room.” In this applied skills workshop participants will take part in a simulated Treasury Board as Ministers completing a budget finalization exercise. The discussion will also include a chronology of the budget process culminating in the final budget approval meeting.

By the end of this workshop, you will:

- better understand the nature of budget discussions; and,
- be better prepared to provide relevant information to the process and better able to understand the results of the process.

#### **NOTE:**

*While the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses primarily on the Treasury Board budget finalization process in the Government of Saskatchewan.*

One offering:

June 3, 2021 1:00 p.m. - 3:30 p.m. and June 4 9:00 a.m. - 11:30 a.m.

### **CRISIS MANAGEMENT**

In times of major crisis public servants and elected officials must pull together to coordinate an extensive management effort with little or no notice. Often this means working across large geographical areas and coordinating with multiple government ministries and agencies as well as stakeholders, citizens and private organizations. This workshop explores the unique challenges and exceptional skill sets that come to bear at times of crisis. You will explore what it takes to respond to a disaster and other large scale crisis, as well as how these strategies and skills are relevant to the varied challenges faced by public servants on a regular basis.

By the end of this workshop, you will:

- describe the unique factors that are in play at a time of crisis;
- identify strategies for responding to crisis in a timely and effective manner; and,
- apply the skills necessary for large scale crisis response in other challenging circumstances.

### One offering:

June 8, 2021 9:00 a.m. - 11:30 a.m.

#### **\*NEW\* THE ROLE OF ENVIRONMENTAL POLICY**

Though the earth may seem limitless, we're reminded nearly every day that it is fragile and finite. Evidence of climate change, resource shortages, eroding ecosystem integrity and biodiversity loss is growing in significance year by year. Answers to environmental issues are not black and white. Debates around environmental policy are often among those with fundamentally different values, and the way that problems and solutions are defined can play a central role in shaping how those values are translated into policy. Can environmental policy steer human systems to function within environmental constraints? How are effective environmental policies designed, implemented and evaluated? In this workshop you'll be introduced to several environmental policy instruments and emerging environmental trends and issues and discuss their importance in public sector decision-making.

By the end of this workshop you will:

- understand what environmental policy is, its history, guiding concepts and examples of environmental policy in practice;
- have knowledge of the inter-relationships between economic, social and ecological systems and how strategic decision making can be enhanced using systems and sustainability perspectives;
- appreciate the need for public engagement and working with all levels of government, proponents, stakeholders and communities; and,
- examine reconciliation, the need for consultation with Indigenous communities and examples from Nations that are creating their own environmental policies.

### One offering:

June 10, 2021 1:00 p.m. - 3:30 p.m.

#### **BUSINESS CASE ANALYSIS**

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

By the end of this workshop you will:

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



One offering:

June 15, 2021 1:00 p.m. - 3:30 p.m.

### APPLIED GOVERNMENT WRITING

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

A number of things have to be considered in crafting government documents. Writing for different audiences requires you to consider style, format, technical information, decisions required, and key messages. This workshop will require participants to submit a briefing note assignment in advance of the actual workshop (details on the assignment will be provided several weeks in advance of the workshop). During the workshop we will spend time on key sections required in briefing notes and discuss material from the assignments to illustrate how to improve your writing skills.

By the end of this workshop, you will:

- apply tips and techniques to write better government documents;
- appreciate how to incorporate technical research material into your documents;
- understand that writing is about story telling and needs to be written having an outcome or purpose for your reader(s); and,
- be able to apply the comments and suggestions received on your written submission to future written documents.

#### NOTE:

***It is recommended (but not required) that participants have completed The Art of the Briefing Note before attending this workshop.***

***Due to the pre-workshop assignment that will be marked by facilitators, this is considered a FULL DAY workshop, even though the in-class portion of the session is a half day. As such, the cost for this workshop is \$350 per person.***

## The Registration Process and Guidelines

The following is an overview of the registration process for the JSGS Policy Workshop Series:

- Public servants are encouraged to share this brochure and online registration link with colleagues or others you think may be interested in attending the Policy Workshop Series.
- Online full day workshops cost \$350 per person, and online half day workshops cost \$250 per person (plus GST, if applicable).
- Participants are responsible for tracking their registration status and the workshops they have completed.
- Participants who attend the equivalent of six full days of training will earn a Certificate of Completion for the Policy Workshop Series. Each full day workshop counts as one day of training, and two half days equal one full day. Please note that one online half day workshop equals one half day of training. You do not need to apply for the Certificate of Completion, and certificates are distributed every spring.
- Registration is accepted through the Policy Workshops page of the JSGS website:  
<https://www.schoolofpublicpolicy.sk.ca/executive-education/policy-workshop-series.php>
- You will be invoiced for your registration fees at the end of each semester - fall, winter, or spring. You will remit payment to the University of Regina Financial Services department, and payment instructions will be included on each invoice. If your organization is GST exempt, please submit your GST exemption number on the online registration form.
- Participants with outstanding unpaid invoices will become ineligible to register for future workshops or will be removed from registration lists or waitlists. Registrants must ensure that all invoices are paid within 30 days, as noted on the invoices. Any invoices not paid within six months from the invoice date will be considered outstanding.
- We also offer policy workshops for specific ministries, departments, or organizations. If you are interested in organizing a workshop for your group, please contact [sharri.dewey@uregina.ca](mailto:sharri.dewey@uregina.ca)



**Additional questions about JSGS Policy Workshops can be directed to:  
Sharri Dewey, JSGS Program Coordinator: [sharri.dewey@uregina.ca](mailto:sharri.dewey@uregina.ca)**