

Winter 2021



ONLINE POLICY WORKSHOP SERIES

Registration Launch

- All Winter 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.
- Full day workshops include 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.
- Registration for executive government (ministry) employees opens on Friday October 30 @ 1 pm. Registration will only be accepted in Learn.
- Any executive government employees can register for JSGS workshops with manager approval - so feel free to share this information with colleagues.
- Registration for Treasury Board Crown participants opens on Thursday November 5 @ 1 pm. Registration will only be accepted in Learn.
- Registration for public servants external to the Government of Saskatchewan opens on Friday November 6 @ 1 pm. The registration link for external public servants will be posted on the [JSGS website](#).
- See pages 13-14 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**

One offering:

January 7, 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:

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

PUBLIC SERVICE ETHICS

The service of the public requires a commitment to adhere to general values to work in good faith and carry oneself in a professional manner. This requires diligence to many policies such as privacy, anti-harassment, conflict of interest, protocols and fraud. However, the concept of ethics goes deeper than this. This workshop examines the concept of “the public trust” and the role that individual public servants and leaders have as caretakers of the public trust. The workshop explores the role that organizational culture plays in maintaining a positive environment and the impact of culture on individual choices and behaviour.

By the end of this workshop you will:

- understand how and why ethics and integrity are core values of the Saskatchewan public service;
- examine different ethical approaches, definitions and lenses;
- understand the elements and processes necessary in making ethical decisions;
- identify personal traits and characteristics that may impact your own ability to think and act ethically; and,
- be aware of, and analyze, a range of ethical issues that may face public servants in their work.

One offering:

January 12, 2021 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.

One offering:

January 14, 2021 9:00 a.m. - 11:30 a.m.

POLICY LESSONS FROM COVID-19

The role of government during the COVID-19 pandemic has been stretched and moved to action unlike anything this generation has seen. Once the immediate crisis abates, we are going to have to adjust the Canadian public policy framework to reflect a new social, economic, and financial environment – one that re-prioritizes our public policy objectives to address the gaps that have been identified.

As stated by António Guterres, United Nations Secretary-General, “when we get past this crisis, which we will, we will face a choice. We can go back to the world as it was before or deal decisively with those issues that make us all unnecessarily vulnerable to crises.” What should public servants consider as they address the short, medium, and long-term challenges that were exposed by COVID-19, in light of an environment that has been changed forever?

By the end of this workshop you will:

- understand some of the key changes Canadians and their governments are facing as a result of COVID-19;
- consider how policy development and implementation mid- and post-pandemic will need to be more innovative, flexible, and broad based;
- identify strategies and skills that should be on hand for addressing policy challenges in this new context; and,
- understand how important it will be to take a long term view of public policy given the lasting implications of the pandemic.

UN News, “UN launches COVID-19 plan that could defeat the virus and build a better world,” March 31, 2020.

One offering:

January 19, 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:

January 21, 2021 1:00 p.m. - 3:30 p.m.

MULTIGENERATIONAL WORKFORCES

Workplace teams often include employees from multiple generations. Will Baby Boomers and Millennials view investments in social media campaigns the same way? Do Generation X and Generation Y employees work well together? This workshop will examine different styles and beliefs about personalities and values often associated with age. Are there real differences, and if so, what are they? How do you measure up against the assumptions based on age? Most importantly, what strategies can you use to respond to these personality and value differences? The session will be interactive with a combination of small and large group work, some lecture pieces, and self-analysis.

By the end of this workshop you will:

- recognize and understand different styles, approaches and belief systems you might encounter in a multigenerational workplace;
- be aware of your own characteristics and how they fit in multigenerational models; and,
- have new and/or better tools for responding to differences in values and styles in your workplace.

One offering:

January 28, 2021 9:00 a.m. - 11:30 a.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.

One offering:

February 2, 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:

February 4, 2021 9:00 a.m. - 11:30 a.m.

FEDERALISM

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 works in practice.

By the end of this workshop you will:

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

One offering:

February 9, 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.

Surphlis, Scott. 2018. “The Federation: Is Canadian Federalism Fit to Meet the Challenges of the Future?” *The Public Policy & Governance Review*. February 13.

One offering:

February 11, 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:

February 23, 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:

February 25, 2021 9:00 a.m. - 11:30 a.m.

***NEW* CASE STUDY BLITZ**

Case-based learning is commonly used in universities to encourage learners to test out tools and ideas in an environment built for collaboration and feedback. With that in mind, this workshop will allow participants to take part in three public policy cases in which they are presented with a scenario, placed in groups and report back on their recommendation. This interactive workshop will encourage participants to stretch their skills in collaboration, problem definition, empathy and working under tight deadlines. Cases will explore ethical issues and resource allocation. Finally, our goal with this session is to learn from each other as well as former senior officials and help individuals build professional networks across the public service.

By the end of this workshop, you will:

- demonstrate the ability to apply critical thinking and team-based problem solving;
- take part in verbally presenting succinct summaries of group perspectives on issues and possible solutions; and,
- utilize quick analytical skills while working collaboratively with new people.

One offering:

February 26, 2021 9:00 a.m. - 11:30 a.m.

***NEW* WORKING WITH THE MINISTRY OF JUSTICE**

When you work in the public service, especially if you are developing policy, there is a saying that “all roads lead through Justice.” Indeed – the Ministry of Justice has many foundational roles within the government: it “provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government.” It is important for public servants in every ministry to have knowledge about, and a good working relationship with, the Ministry of Justice. This workshop will be delivered by two former Deputy Ministers of Justice and will include presentations and open discussions with the current Assistant Deputy Ministers of the Legal Services Division and Public Prosecutions.

By the end of this workshop, you will:

- understand how the Ministry of Justice provides legal advice on civil and constitutional issues;
- discuss the process of drafting laws and regulations;
- be more aware of the direction of prosecutions; and,
- understand how to better work with lawyers and others at the Ministry of Justice to meet your legal needs.

Government of Saskatchewan, Ministry of Justice website: <https://www.saskatchewan.ca/government/government-structure/ministries/justice> (downloaded October 19, 2020).

One offering:

March 2, 2021 9:00 a.m. - 11:30 a.m.

***NEW* TREASURY BOARD VS CIC CROWNS: THEIR HISTORY AND OPERATIONAL FRAMEWORKS**

Crown corporations are an important organizational form for governments across Canada. In Saskatchewan, they have been used as a mechanism for policy responses as diverse as taxation, social expenditures, ownership of resources, and delivery of regulatory initiatives and commercial services. The diversity of crown corporation purposes has led to two systems of crowns in Saskatchewan, which is unique in Canada. Crowns providing subsidized government services such as public housing report directly to Treasury Board and Cabinet, while those crowns that are self sufficient and sell products or services in the commercial marketplace have active boards and are managed through a separate crown corporation known as the Crown Investments Corporation.

The budget, organizational operating, and governance frameworks for these two systems of crowns are similar, but unique in many aspects, especially when compared to line departments. In addition, there is often a political purpose to using the Crown organizational form that relates to the communication and promotion of a government's policy intentions that needs to be considered in examining both Treasury Board and CIC Crown Corporations. This workshop will review and compare both systems to teach you how the crowns integrate and work within government and the Saskatchewan Legislature.

By the end of this workshop, you will:

- have a historical perspective on the use of crown corporations in Saskatchewan;
- understand the place of crowns as an organizational form and policy tool for fulfilling government objectives;
- be familiar with the two different categories of crowns in Saskatchewan, their governance, budget, and organizational similarities and differences;
- be able to access crown sector information from the various documents that the government/crown sector prepares and are available to the public to ensure accountability; and,
- understand the legislative underpinnings and options for creating a crown corporation.

One offering:

March 4, 2021 9:00 a.m. - 11:30 a.m.

***NEW* TRUST, INNOVATION AND ECONOMIC GROWTH**

Trust is an essential ingredient for high performing teams and organizations. Because it is also highly predictive of economic growth, trust is also a critical element of good public policy. This workshop examines the dimensions of trust at three different levels. The first level is trust in self, which describes a sense of confidence to listen to your gut feelings and intuition, and act with courage. Secondly, at the level of teams and organizations, trust in others is necessary for accountability, learning and sharing ideas to drive innovation and manage risks. Finally, at a community level, social trust is a measure of the moral quality of a society. It reflects a sense of confidence in neighbors and strangers, institutions, processes and leaders. This workshop will use examples, exercises and a case study to provide public servants with an exploration of the factors that define and build trust at these three levels.

By the end of this workshop you will:

- be familiar with different dimensions of trust;
- understand how and why trust matters in public policy and how it impacts public policy outcomes; and,
- have strategies to build trust in self, teams and communities in order to propel growth and innovation.

One offering:

March 10, 2021 9:00 a.m. - 11:30 a.m. and
1:00 p.m. - 3:30 p.m.

INDIGENOUS ECONOMIC DEVELOPMENT

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:

- understand how Indigenous Governments are finding a balance between traditional and contemporary approaches to economic development;
- become familiar with success stories of Indigenous economic development;
- discuss the role of partnerships in economic development, including those with provincial and federal governments; and,
- explore the ways that economic development plays in improving the lives of Indigenous peoples.

NOTE:

This workshop was previously offered as a half day workshop but has now been expanded to a full day.

One offering:

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

PROGRAM MEASUREMENT & EVALUATION

The *Program Measurement and Evaluation* workshop provides public servants with an introduction to monitoring and reviewing government programs and discusses the principles and purposes of program evaluation. We will introduce you to the main approaches of program review and discuss how program success may be measured.

We will teach you how to use logic models in program measurement and review how to distinguish the goals of programs, focusing on outcomes. We will discuss the merit and worth of programs and how to distinguish program efficiency and program effectiveness, performance management, benchmarking, and 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 its purposes. You will be asked to contribute to discussions, partake in several applied exercises, and learn how to comprehend evaluation reports, interpret findings, and design an evaluation plan.

By the end of this workshop, you will:

- understand the benefits and types of evaluation and a variety of approaches to evaluation;
- have insight into the basic elements of evaluation;
- recognize these basic evaluation elements within the Government of Saskatchewan processes;
- be introduced to measures; and,
- understand the various pitfalls common to evaluation and measurement and how to avoid them.

Source: The National Indigenous Economic Development Board. 2019. *The Indigenous Economic Progress Report*. Gatineau, Quebec: The National Indigenous Economic Development Board.

One offering:

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

TRAITS & TOOLS FOR INNOVATION

Do you possess the traits that make an innovator? Can you build those traits or gain tools to support innovation? Find out! While our first *Innovation* workshop focused on how to conduct organizational assessments and identify systems and cultures conducive to innovation, the *Traits & Tools for Innovation* workshop identifies four categories of skills, attitudes, and behaviours required by individuals so they may contribute to an organization's capacity to innovate. You will explore specific strategies and tools for innovation.

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

- turn ideas into strategies, capabilities, products and processes;
- facilitate creative problem solving and continuous improvement;
- enable assessment of risks and strategies to mitigate risks; and,
- build relationships and networks as resources necessary for successful innovation.

NOTE:

This workshop complements our existing *Innovation* workshop and both those who have and have not attended the *Innovation* workshop are encouraged to attend.

The Registration Process and Guidelines

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

- Registration and cancellation for the JSGS Policy Workshop Series is typically accepted through the Government of Saskatchewan's learning management system, **Learn**. For individuals who work in other public sector organizations or would like to pay for their own registration fees personally, JSGS has a modified registration process, which is outlined on the following page.
- Executive government (ministry) and certain Treasury Board Crowns (Provincial Capital Commission and Water Security Agency) follow a pay-per-seat costing model. These participants must only register for classes with "PWS" in the class name and with a class code beginning with JSGS.PW. If you register in the wrong type of class and it fills up, you could be waitlisted.
- JSGS has a contract agreement with several other Treasury Board Crowns (SLGA, SCIC, SaskBuilds, FCAA, Saskatchewan Public Safety Agency, and Tourism Sask), so these TBC participants must only register for classes with "Treasury Board Crown" in the class name and with a class code beginning with JSGS.TBC. If you register in the wrong type of class and it fills up, you could be waitlisted.
- Anyone in executive government (ministries) can register for JSGS workshops with manager approval - so feel free to share this information with colleagues. Treasury Board Crown (TBC) participants who are part of the contract agreement are selected by their organization, so TBC employees who are interested in attending the Policy Workshop Series can contact JSGS or their manager for more information. Other public servants outside of these audiences 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). Unless you elect to pay individually, these costs will be covered by your ministry or organization. For executive government employees, supervisor approvals are built into the registration process.
- Participants are responsible for checking their own registration status and tracking 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.
- Ministries and select Treasury Board Crowns will be billed three times a year for the participation of all of their staff who attended workshops in the previous semester.

Additional Information for External Public Servants

- Registration and cancellation for the JSGS Policy Workshop Series is typically accepted through the Government of Saskatchewan's learning management system, **Learn**. For individuals who work in other public sector organizations or would like to pay for their registration fees personally, JSGS has a modified registration process, which is outlined below.
- Registration is accepted through the Policy Workshops page of the JSGS website: www.schoolofpublicpolicy.sk.ca/executive-education.
- 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.
- Please feel free to share this brochure and online registration link with colleagues or other public servants you think may be interested in attending the Policy Workshop Series.



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