



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

- 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

Economics & Finance

- 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

Statistics & Data

- 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
- Strategic Thinking
- The Public Good
- The Role of the Courts
- The Role of the Public Servant
- Treasury Board & CIC Crowns
- Working with Government
- Working with the Elected

- Behavioural Economics & Nudging
- Budget Process & Financial Literacy
- Treasury Board Simulation

- Big Data & Analytics
- Evidence-Based Decision Making
- Research 101 for Public Servants



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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 • Effective Communications in Government • Shaping the Narrative: Communicating with Media and the Public • The ABCs of CDIs • The Art of the Briefing Note • Writing for Government 	<ul style="list-style-type: none"> • Collaborative Approaches to Wicked Problems • Collaborative Policy Management • 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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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 • Learning from Failure • Performance Outcomes • Program Measurement & Evaluation • The Role of Environmental Policy 	<ul style="list-style-type: none"> • Leadership Foundations • Coaching Fundamentals • 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 • Traits & Tools for Innovation • Trust, Innovation & Economic Growth
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