Public Sector Workshop Series

The JSGS Policy Workshop Series has a new name!

JOHNSON SHOYAMA

GRADUATE SCHOOL OF PUBLIC POLICY

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The Public Sector Workshop Series

Why the name change? Our workshops go well beyond just issues of policy and cover a whole array of public sector and administration topics, ideas, and concepts. We wanted to ensure public servants saw themselves and their learning needs in our offerings. If you work in the public sector or want to know more about the issues all kinds of public servants encounter, this series is for you. Take a look, and we hope to see you in our workshops soon.

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.

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The Role of the Public Servant

April 5, 2023 – 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 (+PST)
Core competencies: 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.

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.

Program Measurement & Evaluation

April 12, 2023 – 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 (+PST)
Core competencies: Evidence & strategic thinking; policy & context knowledge

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.

Ethical Challenges in the Public Service

April 13, 2023 – 1 pm to 4 pm
Delivery: online
Online curriculum: 1-2 hours
Live online workshop: 3 hours
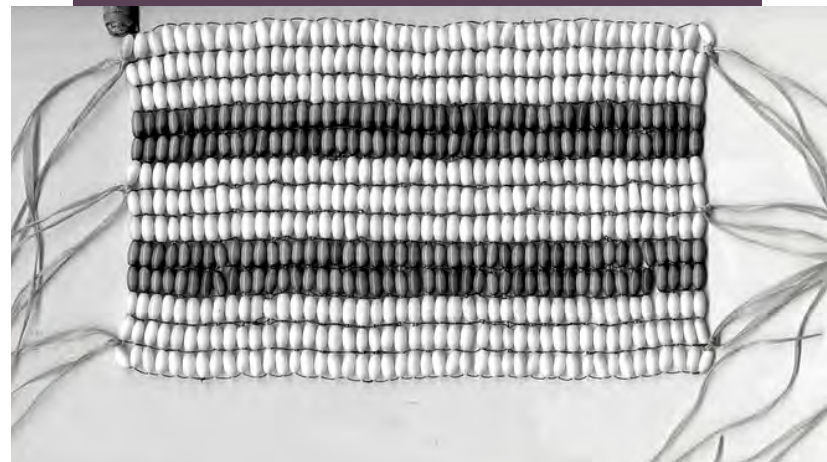Length: half day
Cost: $325 (+PST)
Core competencies: Implementation & improvement; leadership
Note: This workshop was formerly called *Public Service Ethics*

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, but 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 the leaders have as caretakers of the public trust. You will also explore 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 be able to:
- describe how and why ethics and integrity are core values of the public service;
- examine different ethical approaches, definitions, and lenses;
- identify the elements and processes necessary to make ethical decisions;
- evaluate personal traits and characteristics that may impact your own ability to think and act ethically; and,
- apply strategies to address ethical issues that public servants commonly face in their work.

The Relationship between Indigenous & Non-Indigenous People

April 18, 2023 – 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 (+PST)
Core competencies: Connection & collaboration; Indigenous & intercultural responsiveness

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.

The Art of the Briefing Note

April 25, 2023 – 9 am to 12 pm
Delivery: online
Online curriculum: 1-2 hours
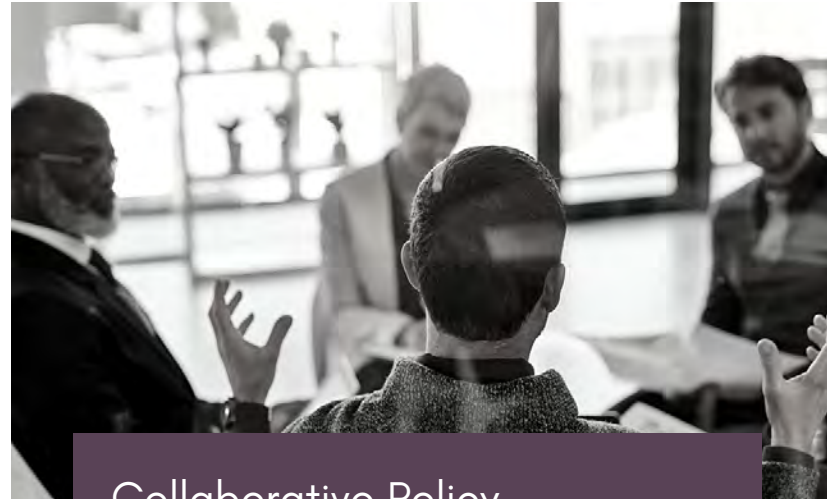Live online workshop: 3 hours
Length: half day
Cost: $325 (+PST)
Core competencies: Connection & collaboration; communications

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.

Collaborative Policy Management

May 2, 2023 – 9 am to 12 pm
Delivery: in person
Location: College Building, room 308, JSGS
Online curriculum: 1-2 hours
Live in-person workshop: 3 hours
Length: half day
Cost: $325 (+PST)
Core competencies: Connection & collaboration; engagement

Collaboration, both within our organizations and with stakeholders, is a vital skill for addressing increasingly complex problems. This workshop examines various components of collaborative policy making, including the skills, knowledge and strategies you need to develop collaborative solutions to complex public policy issues and manage collaborative partnerships. This workshop provides you with an introduction to developing policy through consensus-driven dialogue and participatory practices. It also explores various strategies that may be used to craft solutions in both planning and implementation.

By the end of this workshop, you will be able to:
- identify and describe different approaches to collaborative policy making;
- assess the benefits and challenges of collaborative processes;
- describe the factors that lead to effective collective impact to address complex and wicked problems; and,
- effectively design and implement strategies for effective collaborative policy making.

Coaching Fundamentals

May 17, 2023 - 9 am to 12 pm & 1 pm to 4 pm
Delivery: in person
Location: College Building, room 308, JSGS
Online curriculum: 2 hours
Live in-person workshop: 6 hours
Length: full day
Cost: $450 (+PST)
Core competencies: Implementation & improvement; leadership
Note: This workshop was formerly a half-day session but is now expanded to a full day.

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 Foundations

May 31, 2023 - 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 (+PST)
Core competencies: Implementation & improvement; leadership
Note: The $150 fee for the pre-workshop LCP self-assessment is non-refundable.

Timed 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. 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.

Leadership Accelerators, Derailers, & Paradoxes (NEW!)

June 8, 2023 - 9 am to 12 pm & 1 pm to 4 pm
Delivery: online
Online curriculum + LADP self-assessment: 2 hours
Live online workshop: 6 hours
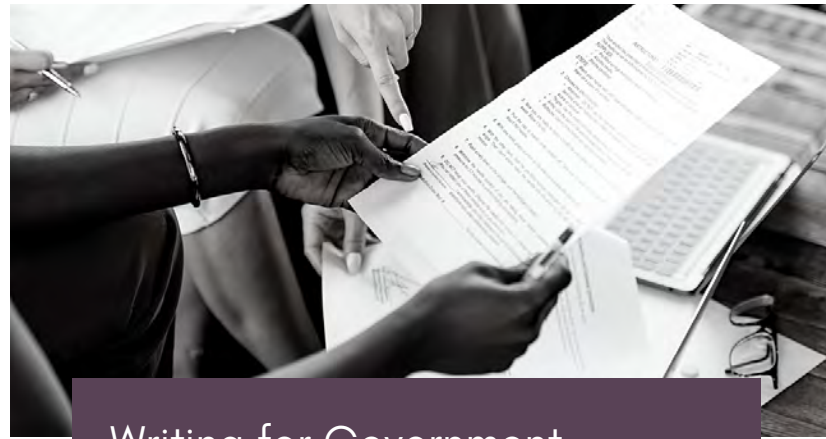Length: full day
Cost: $450 + $150 LADP = $600 (+PST)
Core competencies: Implementation & improvement; leadership
Note: The $150 fee for the pre-workshop LADP self-assessment is non-refundable.

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.

Writing for Government

June 22, 2023 - 9 am to 12 pm
Delivery: online
Online curriculum + required assignment: 2 hours
Live online workshop: 3 hours
Length: full day
Cost: $450 (+PST)
Core competencies: Connection & collaboration; communications
Notes: This workshop was formerly called *Applied Government Writing*; 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.

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 JSGS 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!*"
- "*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.*"
- "*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 JSGS 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.
- If you are interested in pursuing further study of public administration or public policy, JSGS 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 Joint 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 offers a number of other executive education programs, including the Public Sector Governance Program, Municipal Sector Governance Program, Indigenous Leadership Program, kiskēyihtamowina First Nations University Board Governance Program, Excellence in Healthcare Leadership Program, and Board of Revision Training Program.

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.

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 recom-mendations • 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 • 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	• 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
• 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 6)** • Effective Communications in Government • Shaping the Narrative: Communicating with Media and the Public • The ABCs of CDIs • **The Art of the Briefing Note (pg 5)** • **Writing for Government (pg 7)**	• Collaborative Approaches to Wicked Problems • **Collaborative Policy Management (pg 5)** • 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	• Indigenous Economic Development • Multigenerational Workforces • Reconciliation: Moving from Mandates to Action • **The Relationship between Indigenous and Non-Indigenous People (pg 4)**

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 • Performance Outcomes • **Program Measurement & Evaluation (pg 3)** • The Role of Environmental Policy	• **Leadership Accelerators, Derailers, & Paradoxes (pg 7)** • **Leadership Foundations (pg 6)** • **Coaching Fundamentals (pg 6)** • Creating a Culture of Accountability • Empathy • Innovation • Leading in Ambiguous Times • Policy Lessons from COVID-19 • **Ethical Challenges in the Public Service (pg 4)** • **The Relationship between Indigenous and Non-Indigenous People (pg 4)** • Traits & Tools for Innovation • Trust, Innovation & Economic Growth