

Public Sector Workshop Series



WINTER 2024



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 winter 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 and your team build 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*. Certificates are distributed annually each summer, and we've awarded certificates to over 800 public servants since 2010. For more information on the certificate, visit [our website](#).



Custom Training

In addition to the Public Sector Workshop Series, 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.



Winter 2024 Workshop Offerings

The Role of the Public Servant

January 9, 2024: 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.

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

January 16, 2024: 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 gain experience applying 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.



Research 101 for Public Servants

January 18, 2024: 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: Evidence & strategic thinking
(statistics & data)

There are increasing expectations that decisions, policies, and practices be informed by evidence. While there is a lot of research and evidence available, it can be challenging to distinguish relevant, trustworthy information from irrelevant or untrustworthy information. How can you use research and evidence in your work, and do so responsibly?

This workshop introduces public servants to the fundamentals of research. You will learn foundational knowledge for engaging with research responsibly. You will also develop strategies to effectively navigate the world of research, evidence, and information in ways that help you do your work better.

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

- explain the evidence continuum and why it matters;
- locate trustworthy research studies and existing data sources relevant to your work;
- develop and apply strategies to assess the trustworthiness of research; and,
- create opportunities to bridge the researcher-practitioner gap.

Collaborative Approaches to Wicked Problems

January 24, 2024: 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: Connection & collaboration (engagement)



Wicked problems are complex issues, such as climate change, mental health and addictions, and poverty, which impact a diverse group of partners and interested parties and lack easily implementable solutions. This full-day workshop provides public servants with an introduction to developing policy through consensus-driven dialogue and participatory practices. It provides public servants with tools and strategies to address wicked problems in a rapidly-changing environment. You will examine various components of collaborative policy making, including skills, knowledge and strategies to develop collaborative solutions to complex public policy issues. You will also collaborate with other public servants to have meaningful discussions on how to approach wicked problems in Saskatchewan and beyond.

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

- describe the complexity of wicked problems and identify the factors that make them complex;
- recognize how and why to engage others in collaborative processes;
- differentiate multiple approaches to collaborative policy making;
- examine case studies and examples of collaborative approaches to wicked problems; and,
- design and apply collaborative strategies to wicked problems you face in your daily work.

January 30, 2024: 9 am to 12 pm & 1 pm to 4 pm
Delivery: in person (location: College Building, room 308)
Online curriculum: 2 hours
Live in-person workshop: 6 hours
Length: full day
Cost: \$450 (+GST & PST)
Core competency: Implementation & improvement
(program and project management)



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

- summarize the basics of the policy development and implementation process in the 21st century;
- describe the policy cycle and how it links to other cycles in government;
- identify a number of challenges and considerations you may encounter during the process; and,
- apply strategies and best practices to address these complexities.



February 1, 2024: 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: Evidence & strategic thinking (policy & context knowledge)

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

- explain what environmental policy is, its history, and guiding concepts and examples of environmental policy in practice;
- identify 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, interested parties, and communities; and,
- examine reconciliation, the need for consultation with Indigenous communities, and examples from Nations that are creating their own environmental policies.



Introduction to Regulatory Compliance

February 6, 2024: 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person (location: College Building, room 308)

Online curriculum: 2 hours

Live in-person workshop: 6 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competency: 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 the challenges of achieving compliance in increasingly complex regulatory environments. 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. 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.

Strategic Collaboration

February 8, 2024: 1 pm to 4 pm

Delivery: online

Online curriculum: 1-2 hours

Live online workshop: 3 hours

Length: half day

Cost: \$325 (+GST & PST)

Core competency: Connection & collaboration (engagement)



Daniel Goleman said, "leadership is the art of persuading people to work toward a common goal" ([Emotional Intelligence](#)). To do this, leaders today must act not only as decision makers but also as mediators, subject matter experts, and role models.

This workshop assists leaders in sorting out competing expectations in order to work corroboratively to meet organizational objectives. You will explore the key principals of collaborative problem solving, including establishing and maintaining a positive culture, managing personality types, and guiding discussions to reach decisions.

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

- identify the key competencies for collaborative leadership;
- recognize the impact of personality types and bias on leadership outcomes;
- examine how aspects of organizational culture relate to the success or failure of collaborative efforts; and,
- apply strategies for building collaborative relationships in the workplace.



Strategic Thinking

February 13, 2024: 9 am to 12 pm

Delivery: in person (location: College Building, room 308)

Online curriculum: 1-2 hours

Live in-person workshop: 3 hours

Length: half day

Cost: \$325 (+GST & PST)

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



To make progress in economic and social policy, it is important to define a preferred future. A preferred future gives context to immediate decisions, it sets a general direction, and it allows you to monitor progress. Knowing where you're headed also supports resilience and invites innovative and creative solutions. This workshop will get at the heart of strategic thinking so that public policy leaders can spend valuable energy on shaping their direction as they prepare strategies to get there.

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

- utilize tools to assess where you want to go before you embark;
- examine the importance of framing policy options and recommendations against a preferred future; and,
- consider what good looks like so you can assess progress and evaluate impact.



Image source: [Aboriginal Multi-Media Society \(AMMSA\)](#).

Reconciliation: Moving from Mandates to Action

February 15, 2024: 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person (location: College Building, room 308)

Online curriculum: 2 hours

Live in-person workshop: 6 hours

Length: full day

Cost: \$450 (+GST & PST)

Core competency: Connection & collaboration (Indigenous & intercultural responsiveness)

The release of the Final Report from the Truth and Reconciliation Commission of Canada (TRC) came with a simple request – every Canadian needed to engage in this process. This resulted in a flurry of reconciliation mandates within public and private sectors. However, if your organization does not neatly fall under one of the 94 Calls to Action, it can be difficult to create a strategy. In this workshop, you will discuss what it means to create a meaningful reconciliation strategy and how to effectively implement a strategy that will engage your colleagues.

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

- examine the meaning of reconciliation in a contemporary work context;
- discuss the role reconciliation can play in a work environment;
- compare previous efforts to engage in the process; and,
- identify and apply strategies that can support team efforts in the reconciliation process.

Please note that this workshop was previously offered as a half-day workshop but will be expanded to a full day to better address the complex nature of the topic.



Budget Process & Financial Literacy

March 5, 2024: 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person (location: College Building, room 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.

Leadership Foundations

March 6, 2024: 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. 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.



Writing for Government

March 12, 2024: 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.



NEW! Introduction to Access & Privacy

March 13, 2024: 9 am to 12 pm

Delivery: in person (location: College Building, room 308)

Online curriculum: 1-2 hours

Live in-person workshop: 3 hours

Length: half day

Cost: \$325 (+GST & PST)

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

Accountability, transparency, and respect for citizens are cornerstones of government and of the public service in a democratic society. This introductory workshop examines the principles, importance, and application of access to information and protection of citizens' privacy within the public service. The content is applicable to anyone working for a government organization, for an agency that receives significant funding from any level of government, and trustees of personal health information.

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

- describe the concepts upon which the principles of access to information and protection of privacy are based;
- explain how those principles support proper functioning of democratic government, and the role that public servants play in upholding the principles;
- apply those principles to information and records that are collected, used and disclosed by your organization; and,
- explain the role that records management frameworks and best practices have in supporting access to information and protection of privacy.



Participant Testimonials

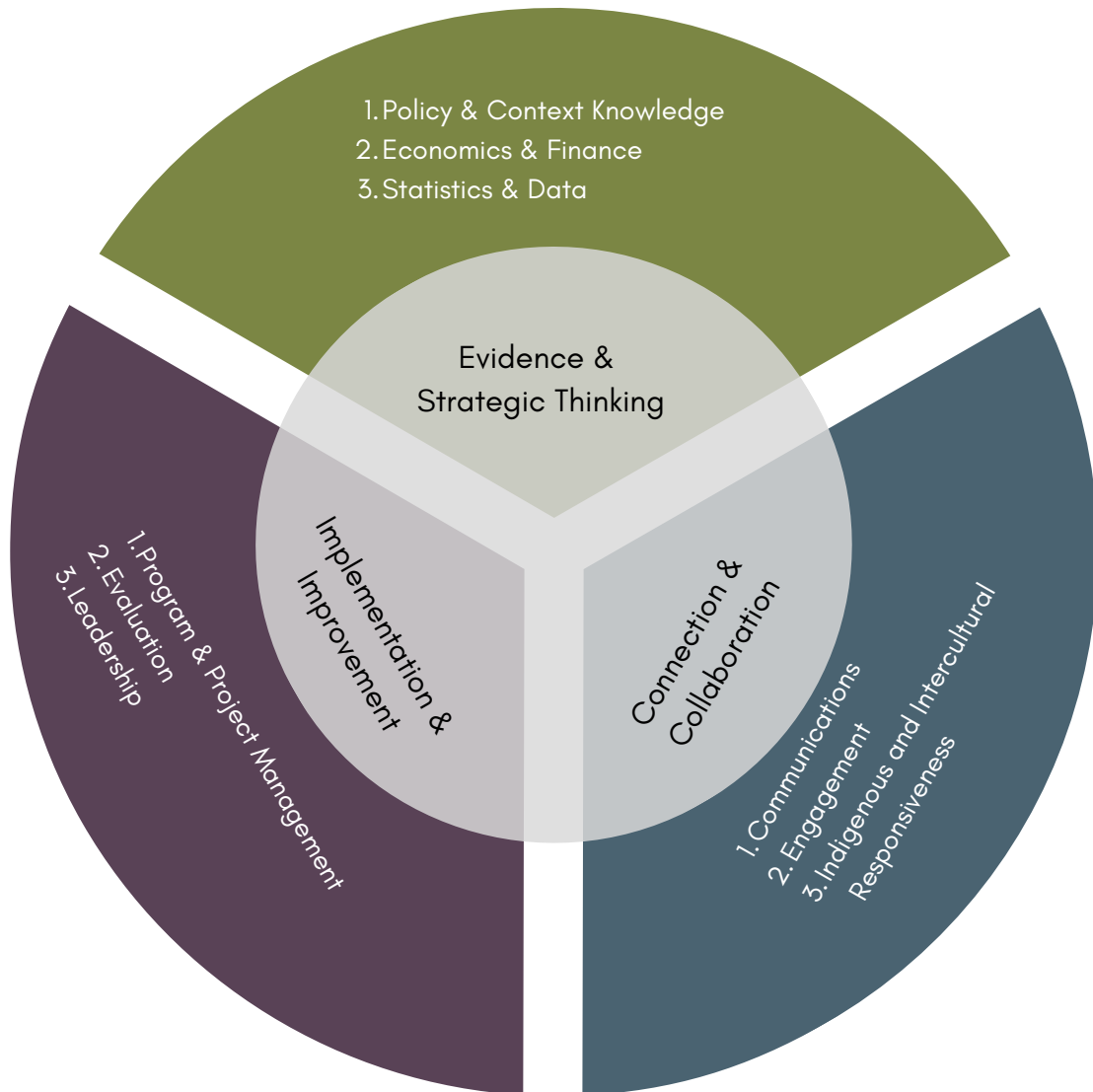
- *"Excellent, excellent workshop. Facilitators were great and offered useful anecdotes and experience that directly related to the course material. Enlightening."*
- *"Excellent facilitators! I wanted to keep learning. They really created a safe space to ask questions and have discussion."*
- *"The instructor was great! Impressive virtual classroom management and an engaging style. I am really pleased that this is available for students outside Saskatchewan."*
- *"I have done a couple of these workshops now and they are always fantastic! I am working towards completing the 6 required to obtain a certificate."*
- *"The most useful part of the workshop for me was the additional insight and discussion that the facilitators provided. They were able to answer any questions that participants had, and they were able to clearly describe concepts in ways that were relatable and easy to understand. I typically do not like breakout sessions, but these were quite enjoyable and the correct amount of time."*
- *"I always find the dialogue with others to be helpful. While the course itself introduces me to many new ideas, hearing what others have to say is always a treat. I also found the online curriculum and extra reading to be very informative."*
- *"This workshop will help me better communicate to our partners and stakeholders how to write better project business cases, now that I understand better what the decision makers are looking for and how much time they have to review what's before them."*
- *"The content is directly related to my team's mandate so I will be able to apply this to my daily work. I am better equipped to plan for each step of the policy cycle and formulate better policy options."*
- *"The most interesting and useful discussion is around the experiences of others. Thank you for providing facilitators with such extensive experience."*
- *"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."*

Additional Information

- For registration instructions, 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. We will give you strategies and tools you can apply and integrate into your work, but you will not be an expert on the topic after a single workshop.
- JSGS 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, 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 [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 Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> Accountability in Public Institutions Comparative Public Policy Intergovernmental Relations Introduction to Access & Privacy (NEW! pg 9) Introduction to Regulatory Compliance (pg 6) Leading in Ambiguous Times Legislative Processes Policy Implementation Public Service: A Deeper Dive Strategic Thinking (pg 7) 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 (pg 8) Treasury Board Simulation 	<ul style="list-style-type: none"> Big Data & Analytics Evidence-Based Decision Making Introduction to Access & Privacy (NEW! pg 9) Research 101 for Public Servants (pg 4)
---	---	---



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 parties, 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 Public Sector 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 (pg 3) • Writing for Government (pg 9) 	<ul style="list-style-type: none"> • Collaborative Approaches to Wicked Problems (pg 4) • Collaborative Policy Management • Intergovernmental Relations • Leading Engagement • Strategic Collaboration (pg 6) • Tools for Building Alliances • The Role of Environmental Policy (pg 5) • 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 (pg 7) • The Relationship between Indigenous and Non-Indigenous People
---	---	--



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 Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> Business Case Analysis Crisis Management Policy Development & Implementation (pg 5) Policy Implementation Risk Assessment & Mitigation Traits & Tools for Innovation 	<ul style="list-style-type: none"> Comparative Public Policy Introduction to Regulatory Compliance (pg 6) Learning from Failure Performance Outcomes Program Measurement & Evaluation The Role of Environmental Policy (pg 5) 	<ul style="list-style-type: none"> Leadership Accelerators, Derailers, & Paradoxes Leadership Foundations (pg 8) Coaching Fundamentals 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
--	--	--