

Spring 2024

# Public Sector Workshop Series





## 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 spring workshop 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.

## 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](#).

## Our Facilitators

Our workshops are facilitated by JSGS Executives-in-Residence, who are all accomplished and experienced former senior public servants. It's more than just theory—our facilitators use real-life examples that public servants can relate to and learn from.

Read our facilitator biographies on our [website here](#)



## 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.

## 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.

## Registration

For registration instructions, visit the [Public Sector Workshop Series website](#)



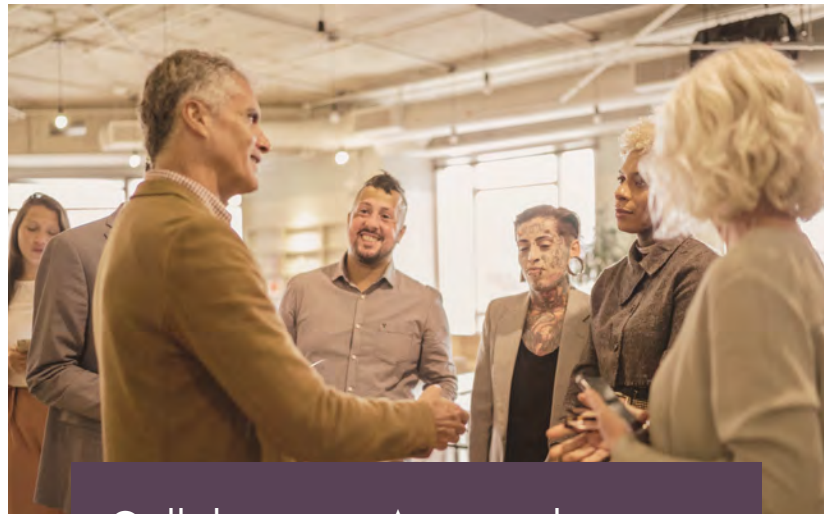
## The Role of the Public Servant

April 16, 2024 – 9 am to 12 pm & 1 pm to 4 pm  
 Delivery: online  
 Includes: online curriculum + 6 hour live workshop  
 Length: full day  
 Cost: \$450 (+GST & 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.



## Collaborative Approaches to Wicked Problems

April 23, 2024 – 9 am to 12 pm & 1 pm to 4 pm  
 Delivery: online  
 Includes: online curriculum + 6 hour live workshop  
 Length: full day  
 Cost: \$450 (+GST & PST)  
 Core competencies: 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.





## The Art of the Briefing Note

April 30, 2024 - 9 am to 12 pm

Delivery: online

Includes: online curriculum + 3 hour live workshop

Length: half day

Cost: \$325 (+GST & 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 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.

## Policy Development & Implementation

May 1, 2024 - 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person

Includes: online curriculum + 6 hour live workshop

Location: Robertson Classroom (CB 308), JSGS

Length: full day

Cost: \$450 (+GST & PST)

Core competencies: Implementation & improvement: program & project management

Policy development and implementation are often described as distinct and separate stages within the policy cycle. In practice, policy development and implementation are integrally linked. This workshop will cover topics related to both processes and will help participants to understand the relationship and interdependence between them. During the policy development stage, both political and technical issues have to be addressed. Political issues include linking with government goals, getting buy-in, and setting a vision. Technical issues include gathering evidence, identifying effective strategies, analysis and design of options, implementation planning, and public consultation.

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.





## Strategic Collaboration

May 7, 2024 – 9 am to 12 pm

Delivery: online

Includes: online curriculum + 3 hour live workshop

Length: half day

Cost: \$325 (+GST & PST)

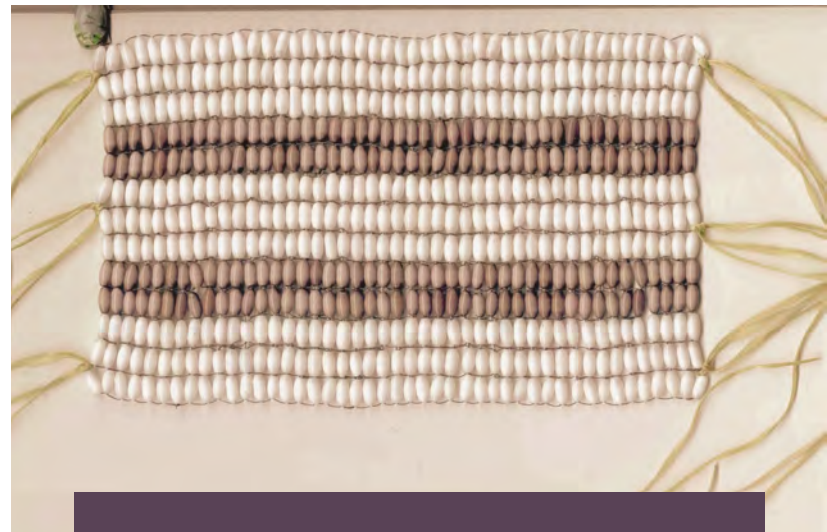
Core competencies: Connection & collaboration: engagement

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.



## The Relationship between Indigenous & Non-Indigenous People

May 16, 2024 – 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

Includes: online curriculum + 6 hour live workshop

Length: full day

Cost: \$450 (+GST & PST)

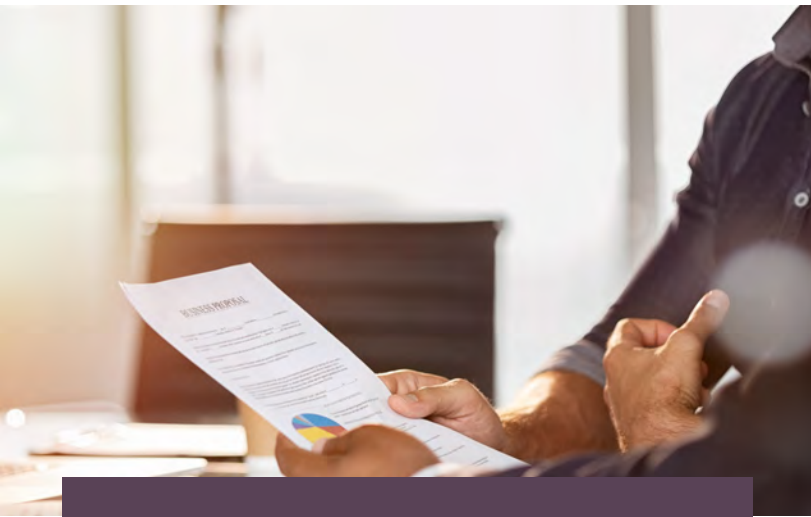
Core competencies: Connection & collaboration: Indigenous & intercultural responsiveness; Implementation & improvement: leadership

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 Knowledge Keeper 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 ABCs of CDIs

May 23, 2024 - 9 am to 12 pm & 1 pm to 4 pm  
 Delivery: online  
 Includes: online curriculum + 6 hour live workshop  
 Length: full day  
 Cost: \$450 (+GST & PST)  
 Core competencies: Connection & collaboration:  
 communications

Cabinet Decision Items (CDIs) are one of a number of important decision-making tools used by cabinet. This workshop is designed to provide Saskatchewan public servants with the knowledge and skills to better prepare cabinet documents. You will review the different types of cabinet documents, their functions and purposes, their organization and formats, and the importance of properly framing options and recommendations. You will learn practical tips and guidelines that will help you prepare and write better quality cabinet documents in the future.

- By the end of this workshop, you will be able to:
- assess your audience and their needs;
  - distinguish between well-written and poorly-written cabinet documents; and,
  - apply tips and techniques to write better cabinet documents.

## Indigenous Engagement (NEW!)

June 4, 2024 - 9 am to 12 pm & 1 pm to 4 pm  
 Delivery: in person  
 Includes: online curriculum + 6 hour live workshop  
 Location: Robertson Classroom (CB 308), JSGS  
 Length: full day  
 Cost: \$450 (+GST & PST)  
 Core competencies: Connection & collaboration:  
 Indigenous & intercultural responsiveness;  
 engagement

Engaging with Indigenous communities is a vital part of any public servant's role, particularly when advancing the TRC Calls to Action or developing and implementing policies and programs that impact Indigenous peoples. It can also be a challenging task because of the realities many Indigenous communities face and the roles that governments have played historically in implementing policies that have significantly harmed Indigenous peoples. In this workshop, you will learn how to engage with Indigenous communities and governments in a meaningful and thoughtful way that moves beyond tokenism or "ticking a box." You will learn about the historical policies that have shaped the current context in Saskatchewan and Canada, the fundamentals of public sector engagement practices, and how to apply and adapt best practices when engaging with Indigenous communities and governments in your work.

- By the end of this workshop, you will be able to:
- better understand and consider the truth of some of the unique circumstances, experiences, and viewpoints of Indigenous peoples in western Canada
  - implement basic concepts and principles to lead engagement strategies with Indigenous groups, communities, and governments in your work
  - understand and summarize the government's obligations regarding "duty to consult"
  - assess and apply public engagement concepts, and government's consultation obligations, with the circumstances of Indigenous communities to plan meaningful, collaborative engagement strategies and processes with those communities.





## Strategic Thinking

June 6, 2024 - 9 am to 12 pm

Delivery: in person

Includes: online curriculum + 3 hour live workshop

Location: Robertson Classroom (CB 308), JSGS

Length: half day

Cost: \$325 (+GST & PST)

Core competencies: 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 and practices of strategic thinking to identify, articulate, and plan for a preferred future
- analyze and assess policy options and recommendations against a preferred future
- formulate and begin to address key issues within your organization through strategic thinking.



## Leadership Foundations

June 12, 2024 - 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

Includes: online curriculum + LCP self-assessment + 6 hour live workshop

Length: full day

Cost: \$450 + \$150 LCP = \$600 (+GST & PST)

Core competencies: 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.





## Business Case Analysis

June 13, 2024 - 9 am to 12 pm

Delivery: online

Includes: online curriculum + 3 hour live workshop

Length: half day

Cost: \$325 (+GST & PST)

Core competencies: Connection & collaboration: communications

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 and learn how to write a business case, including your policy 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 in your work.

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

- identify the value of business case analysis as a method of program and initiative development;
- determine how business cases fit into to the larger policy development and decision-making processes in government; and,
- apply step-by-step processes to your work to develop, revise, or improve the effectiveness of business cases.

Check out our other [Executive Education programs](#), [master's programs](#), [master's certificates](#), and [doctoral programs](#)

## Participant Feedback

- *"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."*
- *"This is a perfect example of how virtual training should be delivered. I had a long career in post-secondary education that included program development. I loved when courses ended up like this!"*





## 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"> <li>understands the context and background of their policy area and that building a strong knowledge base is crucial in all areas of policy</li> <li>has awareness of the history of the policy area and builds on lessons learned from the past</li> <li>has a clear understanding and working knowledge of what it means to be a civil servant and how to support ministers and government</li> <li>looks beyond the initial policy question to understand and address the real issues behind it</li> </ul>	<ul style="list-style-type: none"> <li>works with economic advisers as an intelligent customer and commissioner of their expertise</li> <li>can perform simple analysis and use the evidence supplied to develop high-quality policy advice</li> <li>considers the importance of economic considerations and using public money effectively during policy development</li> <li>understands the financial challenges and complexities behind the funding for the policy area and makes appropriate recommendations and decisions</li> </ul>	<ul style="list-style-type: none"> <li>understands and can apply the basic processes required to develop a sound evidence base to support policy recommendations</li> <li>commissions, understands and uses information from analysts, statisticians and social researchers to support policy design</li> <li>understands both the benefits and risks of using data</li> <li>makes effective use of experts to develop a sound evidence base to support policy recommendations</li> </ul>

### JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>Comparative Public Policy</li> <li>Intergovernmental Relations</li> <li>Introduction to Access &amp; Privacy</li> <li>Introduction to Regulatory Compliance</li> <li>Legislative Processes</li> <li>Policy Implementation</li> <li>Public Service: A Deeper Dive</li> <li><b>Strategic Thinking (pg 7)</b></li> <li>The Role of the Courts</li> <li><b>The Role of the Public Servant (pg 3)</b></li> <li>Working with the Elected</li> </ul>	<ul style="list-style-type: none"> <li>Behavioural Economics &amp; Nudging</li> <li>Budget Process &amp; Financial Literacy</li> <li>Treasury Board Simulation</li> </ul>	<ul style="list-style-type: none"> <li>Big Data &amp; Analytics</li> <li>Evidence-Based Decision Making</li> <li>Introduction to Access &amp; Privacy</li> <li>Research 101 for Public Servants</li> </ul>
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## JSGS Core Public Servant Competencies

### Core Competency #2: Connection & Collaboration

Communications	Engagement	Indigenous and Intercultural Responsiveness
<ul style="list-style-type: none"> <li>• presents accurate, brief, clear arguments &amp; options</li> <li>• tailors communications to its use and intended audience</li> <li>• is skilled in providing briefings</li> <li>• uses a range of methods to communicate persuasively</li> </ul>	<ul style="list-style-type: none"> <li>• engages and works in partnership with internal and external parties, including relevant experts</li> <li>• uses a range of user-centered design tools and techniques to assess user needs</li> <li>• engages effectively with intergovernmental counterparts</li> <li>• recognizes the unique rights of Indigenous peoples and engages accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• values equity, diversity, inclusion as vital to achieving excellence, innovation, and creativity in the public sector</li> <li>• engages and sustains partnerships with First Nations, Métis and Inuit Peoples and their community members, Nations, and organizations</li> <li>• upholds evidence-based principles for equity, diversity, and inclusion actions</li> <li>• applies principles for EDI when planning and applying policy</li> </ul>

### JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>• <b>Business Case Analysis (pg 8)</b></li> <li>• Coaching Fundamentals</li> <li>• Shaping the Narrative: Communicating with Media and the Public</li> <li>• <b>The ABCs of CDIs (pg 6)</b></li> <li>• <b>The Art of the Briefing Note (pg 4)</b></li> <li>• Writing for Government</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Collaborative Approaches to Wicked Problems (pg 3)</b></li> <li>• Collaborative Policy Management</li> <li>• <b>Indigenous Engagement (NEW!) (pg 6)</b></li> <li>• Intergovernmental Relations</li> <li>• Leading Engagement</li> <li>• <b>Strategic Collaboration (pg 5)</b></li> <li>• Tools for Building Alliances</li> <li>• The Role of Environmental Policy</li> <li>• Working with the Non-Profit Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Economic Development</li> <li>• <b>Indigenous Engagement (NEW!) (pg 6)</b></li> <li>• Reconciliation: Moving from Mandates to Action</li> <li>• <b>The Relationship between Indigenous and Non-Indigenous People (pg 5)</b></li> </ul>
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## JSGS Core Public Servant Competencies

### Core Competency #3: Implementation & Improvement

Program & Project Management	Evaluation	Leadership
<ul style="list-style-type: none"> <li>• understands and can apply various Program and Project Management tools and methods to ensure successful delivery</li> <li>• understands the environment in which their policy will be delivered</li> <li>• delivers value for money even if not directly accountable for a budget</li> <li>• understands the importance of planning and monitoring their policy development</li> </ul>	<ul style="list-style-type: none"> <li>• understands and uses a range of evaluation techniques</li> <li>• understands the importance of varied viewpoints in policy evaluation</li> <li>• understands the importance of including how outcomes will be evaluated at an early stage of policy development</li> <li>• uses a range of techniques to plan and prepare for possible outcomes when their policy is implemented</li> </ul>	<ul style="list-style-type: none"> <li>• upholds integrity and other ethical considerations in their working context</li> <li>• mobilizes others to work for a shared goal</li> <li>• applies strategies for promoting innovation and guiding change</li> <li>• models respect for diversity</li> </ul>

### JSGS Public Sector Workshops Aligned with Core Competencies

<ul style="list-style-type: none"> <li>• <b>Business Case Analysis (pg 8)</b></li> <li>• Crisis Management</li> <li>• <b>Policy Development &amp; Implementation (pg 4)</b></li> <li>• Policy Implementation</li> <li>• Risk Assessment &amp; Mitigation</li> <li>• Traits &amp; Tools for Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Comparative Public Policy</b></li> <li>• Introduction to Regulatory Compliance</li> <li>• Learning from Failure</li> <li>• Performance Outcomes</li> <li>• Program Measurement &amp; Evaluation</li> <li>• The Role of Environmental Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Accelerators, Derailers, &amp; Paradoxes</li> <li>• <b>Leadership Foundations (pg 7)</b></li> <li>• Coaching Fundamentals</li> <li>• <b>Creating a Culture of Accountability</b></li> <li>• <b>Empathy</b></li> <li>• Innovation</li> <li>• Policy Lessons from COVID-19</li> <li>• Ethical Challenges in the Public Service</li> <li>• <b>The Relationship between Indigenous and Non-Indigenous People (pg 5)</b></li> <li>• Traits &amp; Tools for Innovation</li> </ul>
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