

SPRING
2025

**PUBLIC SECTOR
WORKSHOP SERIES**



Presented by:
Executive Education, JSGS



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.

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 can customize course content to meet your specific learning needs. [Contact us](#) for information on availability and workshop pricing.

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](#).

Registration

Registration instructions are on page 13-15 of this brochure. You can also visit our [Public Sector Workshop Series website](#).

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*.

We have awarded certificates to over 800 public servants since 2010. For more information on the certificate, visit [our website](#).

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 playing, and case studies.



The Art of the Briefing Note

April 8, 2025 - 9 am to 12 pm

Delivery: online

Includes: online curriculum + 3 hour online 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.

Legislative Processes

April 9, 2025 - 9 am to 12 pm

Delivery: in person

Includes: online curriculum + 3 hour in-person workshop

Length: half day

Cost: \$325 (+GST & PST)

Core competencies: Evidence & strategic thinking (policy & context knowledge)

The legislative process provides the framework for many public service activities at a variety of levels. This workshop will provide you with a foundational understanding of how policy becomes legislation and what choices are available prior to introducing draft legislation in the Assembly. It will also discuss the legislative process, the scope of amendments and the regulative process. You will gain a deeper understanding of the various approaches to legislation and how these should be considered when working on policy development. Ultimately, this workshop will better prepare those who influence or are impacted by changes in legislation.

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

- describe how laws are made in the Legislative Assembly;
- identify what material is required by ministers and members when they prepare and present legislation for consideration; and,
- appreciate the nuances of the legislative processes.





Leadership Foundations

April 22, 2025 - 9 am to 12 pm & 1 pm to 4 pm

Delivery: online

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

Length: full day

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

Core competencies: Implementation & improvement (leadership).

Timed for 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.

Note: The \$150 fee for the pre-workshop LCP self-assessment is non-refundable.



Strategic Thinking

May 7, 2025 - 9 am to 12 pm

Delivery: in person

Includes: online curriculum + 3 hour online workshop

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 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.





Tools for Building Collaborative Partnerships

May 14, 2025 - 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person

Includes: online curriculum + 6 hour in-person workshop

Length: full day

Cost: \$450 (+GST & PST)

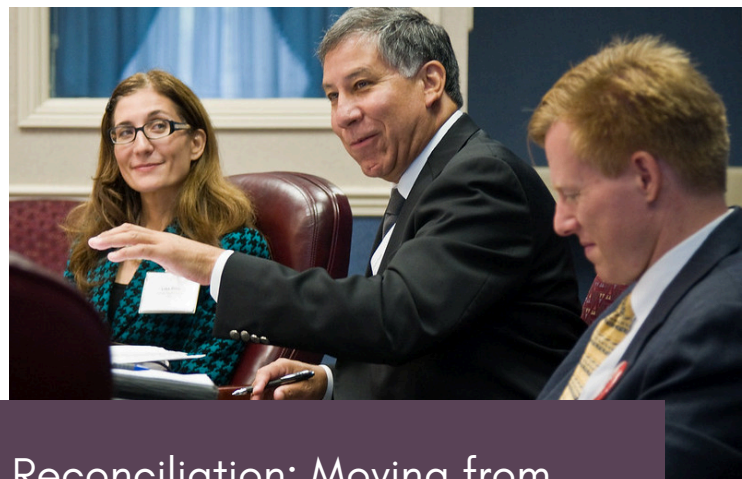
Core competencies: Connection & collaboration (communications & engagement)

Advancing economic and social policy requires effort to mobilize other people, organizations, and partners with different perspectives and needs. This course is designed to equip public servants with the collaborative tools necessary to effectively engage with a diverse range of partners, impacted parties, and teams. You will learn strategies to foster strong alliances, improve communication, and drive collective success. By embracing diverse perspectives and enhancing teamwork capabilities, you will be able to build and maintain strong relationships that are crucial for implementing public policies and achieving organizational goals.

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

- design inclusive strategies for building meaningful alliances with a wide range of teams, partners, and impacted parties;
- utilize communication skills and tools that foster dialogue and enhance team and partner interactions;
- implement collaborative problem-solving techniques to enhance teamwork and navigate conflicting priorities; and,
- create actionable plans for sustaining long-term collaborations that accommodate diverse perspectives and needs.

Please note that this full-day workshop includes content from the half-day Strategic Collaboration and full-day Tools for Building Alliances workshops.



Reconciliation: Moving from Mandates to Action

May 27, 2025 - 9 am to 12 pm & 1 pm to 4 pm

Delivery: in person

Includes: online curriculum + 6 hour live workshop

Length: full day

Cost: \$450 (+GST & PST)

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

The release of the Final Report from the Truth and Reconciliation Commission of Canada 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.



Writing for Government

June 2, 2025 - 1 pm to 4 pm

Delivery: online

Includes: required assignment + online curriculum + 3 hour live workshop

Length: full day

Cost: \$450 (+GST & PST)

Core competencies: Connection & collaboration (communication)

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 to 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.

Note:

You should complete The Art of the Briefing Note prior to attending Writing for Government, or have significant experience writing briefing notes.

Because of the required briefing note assignment, this workshop is considered to be a full day, even though the live workshop is only a half day in length.



Introduction to Access & Privacy

June 4, 2025 - 9 am to 12 pm

Delivery: in person

Includes: online curriculum + 3 hour live workshop

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.



The ABCs of CDIs

June 9, 2025 - 9 am to 12 pm & 1 pm to 4 pm
 Delivery: in person
 Includes: online curriculum + 6 hour online 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.

Please note that while the majority of our policy workshops are aimed at a broad public sector audience, this workshop focuses on how to write cabinet documents within the Government of Saskatchewan.

Role of the Public Servant

June 17, 2025 - 9 am to 12 pm & 1 pm to 4 pm
 Delivery: online
 Includes: online curriculum + 6 hour online 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.





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!"*



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

NEW in 2025

- ✓ *Governance Essentials for the Municipal Sector (GEMS) Program now open to participants.*
- ✓ *Excellence in Public Sector Leadership (EPSL) Program; set to launch in June 2025 with the program starting in September.*



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 students and participants of our executive education programs. This framework is a living document that 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"> Comparative Public Policy Intergovernmental Relations Introduction to Access & Privacy (pg. 6) Introduction to Regulatory Compliance Legislative Processes (pg. 3) Policy Development & Implementation Public Service: A Deeper Dive Strategic Thinking (pg. 4) The Role of the Courts The Role of the Public Servant (pg. 7) Working with the Elected 	<ul style="list-style-type: none"> Behavioural Economics & Nudging Budget Process & Financial Literacy Treasury Board Simulation 	<ul style="list-style-type: none"> Big Data & Analytics Evidence-Based Decision Making Introduction to Access & Privacy Research 101 for Public Servants
--	---	--



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 • Shaping the Narrative: Communicating with Media and the Public • The ABCs of CDIs (pg. 7) • The Art of the Briefing Note (pg 3) • Evidenced-Based Decision Making 	<ul style="list-style-type: none"> • Collaborative Approaches to Wicked Problems • Collaborative Policy Management • Indigenous Engagement • Intergovernmental Relations • Leading Engagement • Strategic Collaboration • Tools for Building Collaborative Partnerships (pg. 5) • The Role of Environmental Policy • Working with the Non-Profit Sector 	<ul style="list-style-type: none"> • Indigenous Economic Development • Indigenous Engagement • Reconciliation: Moving from Mandates to Action (pg. 5) • 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 • Policy Implementation • Risk Assessment & Mitigation • Traits & Tools for Innovation • Writing for Government (pg. 6) 	<ul style="list-style-type: none"> • Comparative Public Policy • Introduction to Regulatory Compliance • Learning from Failure • Performance Outcomes • Program Measurement & Evaluation • The Role of Environmental Policy 	<ul style="list-style-type: none"> • Leadership Accelerators, Derailers, & Paradoxes • Leadership Foundations (pg. 4) • Coaching Fundamentals • Creating a Culture of Accountability • Empathy • Innovation • Policy Lessons from COVID-19 • Ethical Challenges in the Public Service • The Relationship between Indigenous and Non-Indigenous People • Traits & Tools for Innovation
---	---	--



The JSGS Public Sector Workshop Series

We are pleased to release our Spring 2025 brochure! **Continuing from Winter 2025, registration is now processed through the JSGS Destiny 1 system.** Please read the instructions below.

Who can attend?

- Any public sector employee can attend JSGS workshops, so feel free to share this information with colleagues.
- 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.

Delivery

- Our spring schedule includes a blend of online and in person workshop delivery. Please read the brochure carefully so you know the delivery format for your preferred workshops.
- All workshops include both a live workshop (online or in person) and an online curriculum that participants must complete the week prior to the workshop. The online curriculum can include videos, discussion questions, applied exercises, assignments, pre-reading, and recorded presentations. By providing online curricula for our workshops, we ensure that all participants have the same foundational knowledge going into the workshop, which allows us to spend time on more advanced and practical topics in the live session.

In person workshops

- In person workshops will be held at JSGS on the University of Regina's College Avenue Campus. On-site parking is available for \$2/hour, and parking instructions and further information will be sent the week prior to each workshop.
- We are not able to accommodate any participants joining those workshops virtually.

Time commitment

- Each workshop has two components: an asynchronous pre-workshop online curriculum, and a live synchronous workshop, which is either online or in person. Participants will complete the online curriculum the week leading up to the live session, and the completion time will vary, depending on the workshop topic and participants' learning preferences.
- To improve knowledge retention and get the most out of our training, we suggest taking your time with the online curriculum and setting aside several hours to complete it.
- For a half-day workshop, the live workshop is 3 hours long, and for a full-day workshop, the live workshop is 6 hours long. Participants in 6 hours long workshops must be able to attend for the full length of time to receive credit for a full-day workshop.

Registration fees

- Full-day workshops cost \$450 per person (+GST & PST, if applicable), and half-day workshops cost \$325 per person (+GST & PST, if applicable).
- The *Leadership Foundations* workshop includes an additional and non-refundable fee for a leadership self-assessment, making the cost for that workshop \$600 per person (+GST & PST, if applicable).
- Registration fees are processed at the time of registration, and cancellations will be refunded in accordance with our cancellation policy, outlined on the next page.

JSGS Registration Information



Registration launch

Registration for the Spring 2025 workshops will open on the JSGS website on March 6, 2025 @ 1 pm. As many of our workshops fill up quickly, we encourage you to register as soon as registration opens to avoid disappointment. Direct registration links will be sent to the JSGS Executive Education email list the morning of the registration launch and posted on our website. Supervisor approvals are not built into the process, so you will need to obtain the appropriate approvals before you register.

Registration process

All individuals & organizations will now use the JSGS registration system, Destiny 1.

If you choose a workshop by following a JSGS link you have been emailed, or via our website:

- Click the link to the workshop you are interested in to go to the Destiny 1 site.
- Put the workshop you have chosen into your cart by hitting "Add to Cart".
- Click "check out" and complete payment process.
- If you are a current University of Regina student or employee, you can use your U of R credentials to sign in.
- If you are not a current U of R student/employee, you will need to create an account. Click the "create account" button.
- Fill in all your personal information.
- Click "credit card" for payment.
- Click "submit" or "check out".
- Check your email for a link to set up your password.

To register for a workshop once your account is created:

- Follow the workshop link from your email or our website.
- Review the course details and choose "Add to Cart". You can keep shopping and register for multiple workshops before you check out.
- Select your cart to check out.
- During the checkout process, you will be directed to log in to your Destiny 1 account.
- Complete the checkout process (see "Payment" section, below, for information on GST/PST exemptions).

Waitlists & cancellations

- When you register for a workshop, you will receive an email from JSGS indicating your confirmation of enrollment. If there are no more seats available, you will have an option to "Join the Waitlist" instead. If you are on a waitlist and a seat becomes available, you will be notified by email and have a 48 hour window to complete your registration.
- If you can no longer attend a workshop, it is your responsibility to cancel. Cancellations made before the cancellation deadline can be processed from your account.
- Cancellation must be received **eight (8)** days prior to each workshop. If you need to cancel after the deadline, we are happy to accept a substitute, even on short notice.
- Please note that we enforce the cancellation fee policy, no matter the reason for the absence. If you are sick or suddenly cannot attend and cannot find a substitute, we will charge 50% of the registration fee. If you provide at least a week's notice of cancellation, your full registration fees will be refunded, except for the cost of the LCP assessment as part of the *Leadership Foundations* workshop. If you do not provide a full week's notice, we will refund 50% of your registration fees. To cancel after the registration deadline, email: jsgs.ee@uregina.ca



Payment

When you register, you will need to pay in advance for each workshop with a credit card. When payment is processed, you will receive a payment receipt by email.

Attendance data

- Destiny 1 will track the workshops you complete beginning Winter 2025, but you will need to keep track of any workshops taken prior to Winter 2025 on your own.
- Workshops completed prior to Winter 2025 will still be included in certificates of completion.

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](#).