

Prospectus for the Certificate Program in
**CAREER DEVELOPMENT FOR
REGULATORY PROFESSIONALS**



Carleton
UNIVERSITY



RGI
Regulatory Governance Initiative

ABOUT THE PROGRAM

The **Career Development for Regulatory Professionals** is a professional development program for those in government, business, and other organizations where expertise is required in any facet of regulation. The Program provides participants thorough knowledge and skills to excel in performing regulatory functions in any field of specialization.

By exploring best practices and innovative approaches in regulation design, implementation, and evaluation, the Program positions participants to excel in their regulatory role while effectively navigating the rapidly evolving and complex nature of regulatory issues.

RATIONALE

Regulation touches many aspects of our daily lives, such as food integrity, water quality, transportation safety and financial security. As such, regulatory professionals, or those who design, implement or measure results from regulatory regimes, typically have extensive backgrounds in a variety of scientific, technical and economic fields. However, the design and delivery of effective regulatory programs requires more than articulation of desired behaviours and consequences in legal terms; **it requires knowledge of the constitutional and economic contexts which make up Canada's democratic, business, and political landscapes; it requires skills to meaningfully engage a diverse range of stakeholders both domestically and internationally; it requires a capacity to innovate in instrument design, program delivery, and in assessing impact.** Through each of stage of the regulatory lifecycle, it requires competence in analyzing, utilizing and

communicating evidence to support decision-making and manage risks for the health and well-being of Canadians.

Ongoing research and dialogue with leaders and practitioners reveal that a significant proportion of regulatory professionals lack a background in regulatory fundamentals. While there are a handful of programs which train professionals in regulatory affairs in specific fields, such as health products or financial services, a program that provides a comprehensive education on regulatory systems and processes applicable across a broad array of issues and contexts does not exist. In today's interconnected economy and society, regulatory professionals require expertise in both theory and practice to develop and implement effective regulatory programs which are efficient, responsive and adaptive.

BRIDGING THE GAP

The **Career Development for Regulatory Professionals** offers formal professional development to new regulatory practitioners in Canada, and contributes to the broader requirement for professional development and certification in this important discipline. This program is designed to provide new regulatory professionals, in both public and private sectors, with a strong background in regulatory principles and best practices. It gives participants an opportunity to develop the knowledge and hone the skills needed to regulate effectively within increasingly complex economic and social

contexts. A key feature of this Program is its emphasis on teaching participants how to effectively communicate to a wide variety of audiences, and in particular, how to lift technical discussions into something relevant for policy decisions. Moreover, this Program empowers participants to demonstrate leadership in their assigned regulatory role. Carleton University has developed this program, drawing on its solid reputation in public policy and management, and active contributions of its faculty and associates to the regulatory community.



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BENEFITS OF PARTICIPATING

The primary goal is to equip graduates with a strong capacity to deliver results within the regulatory profession, no matter their role or subject area. Program participants enjoy a collaborative learning approach, gaining knowledge of regulatory processes and systems from experienced professionals and academics. The Program provides first-hand exposure to expert practitioners who impart strategies and practical tools by sharing their experiences on how to achieve regulatory successes and overcome challenges. Emphasis is placed on processes for effective results and innovative approaches to regulatory delivery, where rapidly changing circumstances demand foresight,

“The CDRP encouraged deeper thinking than just addressing the problem at hand. It brought a focus to how crucial the planning stage is, in particular how meaningful consultations with stakeholders help regulators plan appropriately for implementation.” – **Environment and Climate Change Canada employee**

“The CDRP is a very valuable professional development and learning experience. The inspiring speakers, combined with the course materials made me think beyond my own ideas. Through this program I have gained knowledge and skills I can apply to deliver results as a regulatory professional.”
– **Health Canada employee**

systems thinking, and new approaches to stakeholder engagement. Participants engage in peer-to-peer learning and have ample opportunity to explore the application of their knowledge and skills in expertly designed teaching and learning exercises, ensuring that the Program is relevant to their professional context and is responsive to their personal learning needs. The program fosters connections across a range of organizations, creating career enduring networks.

This program enables participants to enhance their abilities to perform specific functions within a broader system, and positions them to show leadership as a regulatory professional. Using the pillars of the regulatory life cycle - identification, design, implementation and review - as the foundation for instruction, participants learn about regulatory governance systems and players in Canada, the contribution of regulations to society, and the key factors influencing results of regulatory programs. Overarching themes of evidence-based decision-making, risk assessment and management and regulatory innovation are integrated throughout the Program.

This Program offers an in-depth and thorough education in regulation for those who are new to the profession. Ideal candidates have demonstrated expertise in their subject area, and are committed to further professional development and

personal leadership through continuous learning. The Program, therefore, requires participants to:

- ▶ Complete readings prior to in-class sessions
- ▶ Participate actively in class discussions and writing exercises
- ▶ Actively engage in intersessional dialogue and exchanges
- ▶ Assume responsibility for group work and presentations

The **Career Development for Regulatory Professionals** culminates in a certificate conferred by Carleton University.

Emphasis is placed on processes for effective results and innovative approaches to regulatory delivery, where rapidly changing circumstances demand foresight, systems thinking and new approaches to stakeholder engagement.



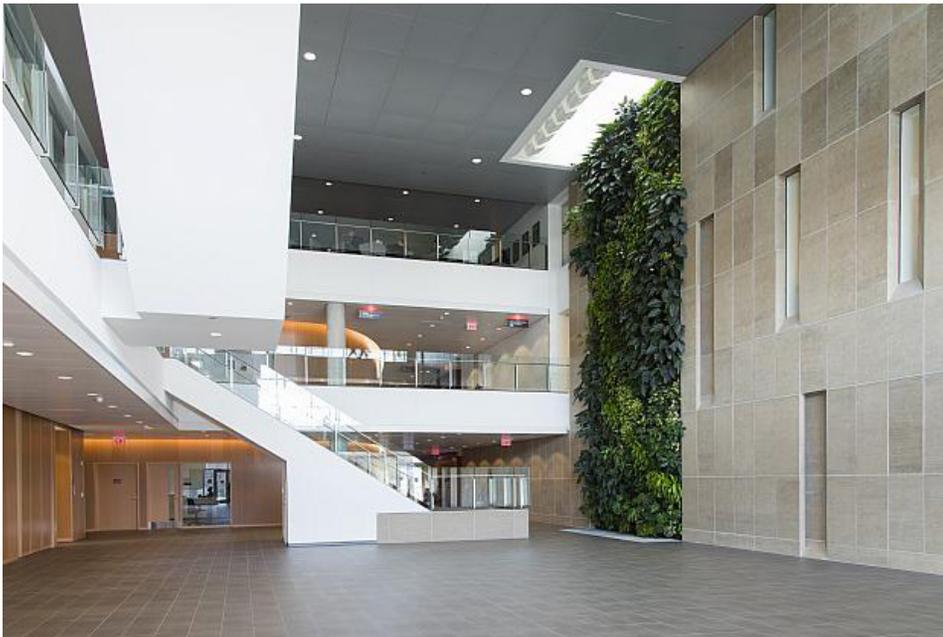
“The CDRP is an excellent complement to technical regulatory training and provides a unique opportunity to learn from leaders across various regulatory fields.”
– **Parks Canada employee**

STRUCTURE AND CONTENT

The **Career Development for Regulatory Professionals** consists of five modules of two and a half days each, offered over a period of 8 months from September to May. The first four modules are centred on key milestones within the regulatory life cycle, while the final capstone module allows participants to apply what they have learned.



Directors Robert Slater (left) and Michael Presley (right) with Jean-Guy Forgeron (center), Assistant Secretary of the Regulatory Affairs Sector at the Treasury Board of Canada Secretariat.



CURRICULUM

MODULE 1

The first module provides a detailed overview of regulation and its governance in Canada, to ensure a common understanding of regulatory fundamentals among participants. It will also introduce the concept of Problem Definition and the appropriate analysis and communication of evidence to support it.

MODULE 2

The second module discusses the role of the regulator and the impacts of regulation on society. It also introduces the variety of policy tools which comprise regulation, and explores design concepts of regulatory instruments.

MODULE 3

The third module focuses on the implementation of regulatory programs. It illustrates the relationship between policy intent and program administration, describes effective strategies for promoting and assessing compliance, and revisits the need for reliable evidence to support compliance and enforcement activities.

MODULE 4

The fourth module introduces the concept of performance measurement and describes the fundamentals of its application to regulatory instruments and programs. It also highlights the importance of design for assessment, the value of systematic review and appropriate adjustment to achieve results, and the importance of communicating results to various stakeholders in the process.

MODULE 5

The fifth and final module allows participants to apply what they have learned. Working in groups formed early on in the program, this capstone module has participants present their assigned subjects.



HOW TO APPLY

PRESPECTIVE PARTICIPANTS SHOULD NORMALLY MEET THE FOLLOWING CRITERIA:

- ▶ Have 2-8 years of experience working in a regulatory role in public sector, private industry or other relevant organization (e.g. not-for-profit engaged in advocacy);
- ▶ Demonstrate interest in deeper knowledge of regulatory systems and processes, and in improving their technical and strategic capacity to deliver results within a regulatory context;
- ▶ Be committed to attending all sessions, completing required preparatory and in-class work, and participate actively; and
- ▶ Provide evidence of support for participating from home organization.

THE COST OF THE PROGRAM COVERS:

- ▶ Program tuition
- ▶ All instructional materials and educational supports
- ▶ Food

Participants or their home organizations are responsible for any travel-related costs to attend the program in person.

APPLICATIONS SHOULD INCLUDE

- ▶ A letter describing the candidate's wishes for participating in the Program;
- ▶ A confirmation of support from the participant's home organization executive;
- ▶ A current CV

Applications should be submitted online to rgi-careerdev@carleton.ca. Please quote "CDRP <yyyy> - <lastname>" in the subject line.

For questions about the Program, and for the latest dates, fees, and payment options, please consult:

www.carleton.ca/rgi/education
rgi-careerdev@carleton.ca