

**Government Renewal Initiative  
Public Service Sessions  
Corner Brook and Happy Valley – Goose Bay  
February 11, 2016**

<b>Q1. Thinking of all of the thing government spends your money on to provide residents of the province with services, what are the three things that could be stopped in order to save money?</b>
Reduce frequency of ferry schedules to smaller centres
Review of daycare services for social service recipients
Review of health care delivery for social service recipients (e.g. taxis to Corner Brook for blood work)
Transportation should not be clearing snow in areas not incorporated or roads within municipalities
Use of paid leave instead of sick leave, annual leave, etc. This would reduce cost of doctor notes, processing
All employees are to take 1 day quarterly of unpaid leave
Virtual doctor visits for prescription refills
Remove "Baby Bonus"
Remove home rebate program
Reduce "resettlement" percentage to allow more resettlement
Reduce Nalcor salaries
Selling off crown land
Restructure service – health care, transportation services, telecommunications, pilot projects – not efficient
Revisit nurse practitioners in smaller communities
Overlapping of managerial duties – reduce middle management
Home heating rebates – eliminate
Job sharing
Reduced work week
Increase gas tax – has not changed since 1992
HST
Review – income support benefits, place cap on benefits, able bodied persons – 5 year maximum
Review professional services – Hewlett-Packard, Deloitte
Review government assets – not being used by maintenance and heated
Regionalization of services
Penalizing departments for not spending funding
Holding courses that there is no work for
Government plows "Local Service District" provides services that are plowed by Government. Look at "county" structure?
Publication cost – could be online
The need for employees to provide sick notes. It adds unnecessary stress to the health care system
Cell phones. Do we need the #'s of phones? Fax machines?
Performance evaluations a management function
Mandatory retirement?
Front end staff – management
Cut the entire program – cut to the bone
Cut senior management – directors/Assistant Deputy Ministers/etc. and management in general
When cutting programs – incorporate into other departments/programs

Standing offer problems
Management are micromanagement
Work has become cumbersome because of the layers of management. We've become ineffective/levels of red tape
Why do research if they don't use it when developing the program
Internal referral system [is] ridiculous
Year-end spending – reward department/program that try to spend sensibly
Government endorsed grants that are available to provide affordable housing units to the public/seniors of the province. These grants are not saving money for seniors as other local apartments/condos can be purchased at similar rates, these grants are essentially providing money to greedy developers who do not require the assistance to charge the same monthly rental fee. Government is spending millions unnecessarily
Use technology more to deliver programming. Farther reach to all clients providing equitable service to all regions
Look at sharing resources amongst departments. For instance, many government vehicles sit parked each day. Rather than assign a vehicle to an individual, have a "fleet" as a rental service. Government employees can rent a Government of NL vehicle when needed. Watching transportation and works employees dig government cars out of snowbanks is a waste of their time and resources
Paid leave system – no sick leave or Family Responsibility Leave or insurance based (get time when you need it) (not fully supported at the table)
Do we need 24 hour a day snow clearing?
No \$1000 baby bonus or \$120/month - some administrative
Unpaid days off for higher earners
No paper copies of information booklets
Close schools in remote areas – use online education
Review Nalcor salaries
Review Muskrat Falls project. Stop it
No \$10 for public service week
Stopping does not necessarily save money in long run e.g. income support, in long run does not improve economic situation
Missed appointments should have fee – not \$ focused, but to make things more efficient
If health and education don't meet their reduction targets, the rest of us can forget about making significant impacts
Ensure that frontline services are maintained, get rid of elephantine bureaucracy
Some issues with the question. The question itself is constraining and controlling – issues with how the message does forward – gate keeping, control of reduction proposals – collapsing of regions/departments needs commensurate collapse of management. Executive levels need to be commensurately trimmer, but not confident message will go forward through same executive
Have had look at how process works for contracting out – cost more? Cost less? What can be delivered better internally?
So for health, can drugs be purchased/sourced in bulk to get deal? Procurement streamlining
Question shouldn't be "what can we change?"
Identify/consolidate services in health care – a lot of wastage
Actually do what you set out to do e.g. Education board (English) collapsed to one board, but all managers still retained

Question: do we nitpick programs to save chump change? E.g. printer management. Do we take on the big issues? Really take them on
Bureaucracy needs to identify any/all opportunities – accommodations division and Office of the Chief Information Officer mismatch
More accountability for Income Support, ex. Look at this program for saving from such things as abuse of the system, people stay on Income Support for the health card but should be encouraged to go to work
There are too many managers in the health care system
Making Adult Basic Education private was a mistake it should be back in the colleges, it's more expensive to have it private as people get funded through Advanced Education and Skills to go
There is a lot of money wasted changing the names of departments and then having to change all the signage
Make all printed material generic so when the minister changes the documents are still good and make printing on demand
Stop unnecessary travel and use Lync/skype to meet
Some free services should be fee for service for example Fire and Emergencies Services offers a lot of free training and this should be paid for

<b>Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?</b>
Charge fees for support enforcement (non-sufficient funds, default penalties, registration, account statements) (Department of Justice)
Increase taxes on gasoline
Charge an access permit fee for NL Trailway for all users (business)
Increase HST to 15%
Encourage pay for service for nurse practitioners
Increase ferry fees for provincial ferries
Introduce regionalization so the tax base is broadened
Tax marijuana when legalized
Increase fee for service (Driver's examinations, Motor Registration Division Study Guide, Birth Certificates, Tax Clearance Services)
Increase gas tax
GST
Raise corporate tax
Foreign companies need to be taxed
Self-sustaining – agriculture
Privatize ferry service to small communities – give resettlement incentives
Cancel \$1000.00 parental benefit
Review income support benefits for clients who choose to have multiple children while on income support
Review Muskrat Falls
Increase/encourage innovation
Taxing junk food – food/drinks that are bad for you are cheaper than healthy food – support local

growth
Local service districts or smaller municipalities – charging fees for services (tire/garbage/snow clearing/lights etc.) road maintenance, regionalization of service areas/where services are shared (similar to Nova Scotia)
Corporate taxes seem small compared [increase]
File-search or other services should be charged record – (Access to Information and Protection of Privacy)
Tourism – government has done a good job/big investment – don't cut but continue [to] support/advertise
T'Railway provincial park – add user fee (public and corporate bodies) and increase fees for government usage – to maintain safety and infrastructure
Prosecutions – employees spending \$ on work hours and court fees but fines don't compare to court fees. Legislature [should be] changed/updated to reflect the cost involved
Collection debts and fines owed – don't wait until thousands are owed and no one can pay
Government funded businesses that don't work out/fines accumulated and not paid
Stop leasing government buildings and move around
Achieve 30% cut to departments by cutting senior management/Assistant Deputy Ministers/Directors stop looking to [cut] front line staff!
Charge user fees for the T'Railway Provincial Park – i.e.: ATVs, advertising, charge for permits such as access permits, easements, etc.
Increase camping fee
Evaluation of staff but also evaluating up – staff evaluation management
Big projects like Muskrat Falls - \$ gets thrown in don't concentrate on the industry for budgets
Provide annual fees for all government inspections. If a business is required to be inspected to remain open, provide appropriate fees for such work. Example: personal care homes would provide fees for Fire and Life Safety inspections, Health Inspections, etc. to operate. All public buildings should be annually inspected for building accessibility and ticketed if deficiencies are not corrected. There could be annual fees for this also. This will assist those disabled in the province
Collect on outstanding fines. Too often you hear of someone pulled over by police owing thousands in fines. Why are they still outstanding?
Gas tax – prorate the tax to price of oil
User fee for medical visits
Fee to see a nurse practitioner
Raise sales tax – HST
HST increase – 2%
Selling assets (financial due diligence) – i) share in Atlantic Lotto about \$250 million? ii) land, buildings iii) taxes on smokes/booze
Increase corporate tax rate – selection by industry? Try to capture wealth leaving province
Taxes and fee increases – is this only way to raise revenue?
Head tax on tourists – implementation issues?
Vacant schools – maintenance costs versus elimination
Unfilled positions in retail/service – incentive to hiring, but costs to hiring – influence on government by corporate interest groups
Fee for service – medical – interprovincial, professional designation process

Charge for missed appointments like driver tests
Charge clients to go to Adult Basic Education if they failed the first time
Lean out management in the government and health care system
Service providers are thin on the ground

<b>Q3. How can government be more innovative or efficient to provide quality services at lower costs?</b>
Online doctor visits
Introduce ticketing in provincial parks in place of charging (court process)
Streamline process to change court order in support enforcement (justice) process. E.g. Alberta workers laid off and they have to go back to court. Mostly for child support but also spousal support.
Remove administration levels in health care and education.
Give more authority down line. Too much time doing decision notes for a minor amount of funds
All government contracts should be provincial companies. Re-introduce provincial preference policy
Regionalize services – hospitals
Build Corner Brook Hospital have 2 mega centers for health care. When signing doctors under contract, mandatory to staff Corner Brook hospital for a period of time
Medical students should have to sign on for a period of 10 years to be eligible for a grant bursary – specializing areas
Contract employees – consultants – terminate. Hire regular employees
Stop double dipping
More autonomy to local – need lower decision making
Reduce red tape for approvals i.e. Assistant Deputy Minister – Deputy Minister for \$14.00 lunch
No more micromanagement
Managers need to be accountable
Innovation is difficult in this scenario of micromanagement
Policy needs to recognize what has been done in the past that did or didn't work
Across the board decisions without input from frontline staff adds time and expense
Integrate programs
Continue to support rural NL
Service NL – a one stop shop for permits but is it working?
Referral system needs to be more efficient
Decision-making is sometimes overturned by higher levels
Employees donate a week without pay – services continue and no one loses their job – can be donated over the years (you would lose less than an hour a week in pay)
4 day work week for those who want it
Employees may be willing to take a pay cut to ensure everyone keeps their job
How many employees know they can opt out of some duplicated services under health coverage because a spouse is covered
Offer to pay an incentive to retiring employees who are using up their sick leave
Keep the conversation going!
Move some health care out of institutions and into community – affordable home support, community nursing/pharmacist supports, etc.

Stop spending
Party in charge for less than 2 years in office should not be allowed to change up government department titles, logos, etc. just for the next party in office to do it again
Inviting/supporting green initiatives = solar powered/wind instead of generators
Work with academic institutions and businesses for innovation ideas to streamline ideas
4 day work week or 9-10 months or 1 week no pay spread out over 52 weeks – small impact on pay check
More user friendly online services for all government departments. This could essentially bring most lease spaces and public maintained buildings to urban areas. These rural buildings can be disposed of quickly by public tender (other than education facilities...libraries, schools, etc.)
Use of technology can lower costs, reduce travel, lower risk to employees delivering services
Regionalize services
Empower front line staff not managers (they won't cut themselves) – too many managers!
Combining departments where able to cut significant salary/operating cost. One example in Service NL. This department could return to line departments thus saving operating cost and various job duties could be re-assigned to knowledgeable staff. Offering better jobs to qualified staff and eliminating various unnecessary duties could save. An example would be to offer qualified employees \$100,000 more and cut a \$40-50 k salary. Those employees provided better salaries with added duties will be more efficient. Government has awarded those who do little or have low productivity for too long. Manager of other departments could replace unnecessary managers. Employee moral could be increased by rewarding good behavior and productivity
Introduce ticketing in place of current process e.g. ticket for a fine for parks violations rather than a charge – wastes a lot of course resources
You may have to create new positions to eliminate others and streamline service delivery e.g. nurse practitioners rather than doctors
Look at management – do we need all the levels – especially in health care
Either give Assistant Deputy Ministers more authority (sign contracts, journey authorizations, etc.) or get rid of this level of management – bring purchasing ability back down to director level. A Minister does not need to sign off on \$2000 worth of journey authorization
MHAs to serve longer to get a lifetime pension
Government should buy local – revisit provincial preference policy
No double dipping by retired government employees
Single printer concept does not work in larger offices or confidential offices
Expenses for Muskrat? Where in pie charts?
Delivery of medical services. People travel to service or vice versa
Schools – libraries and community libraries combined – school as community centres
Consolidation of government buildings and reduce lease spaces
Tele-health maximization
Doctors on salary
Layers in bureaucracy – actually hinders implementation of innovative ideas – cut layers in bureaucracy
Attrition management – make those who are eligible for retirement go out the door. Package? Redundancy? – deals with retention/recruitment – have to be careful about corporate memory – but corporate memory has been eroded due to decision making process in departments executive gate
Mother duck program
Start charging for business advice/counselling

Look at upper management, lean out, downsize, pay less
Information Technology needs to [be] used more and may need to be invested in
Record keeping needs to be streamlined
Government run accommodations instead of five employees from five departments renting hotels in the same month in the same community
Analyze where staff are traveling and where it would be beneficial to have accommodation
Go paperless-when renewals for drivers licenses etc. come it the reminder be electronic or by phone

<b>Q 4. Is there anything else that you would like to suggest/add to the discussion?</b>
Government employees should not be permitted to retire and work for government/agencies
Laying off government employees is not the solution. Young employees (who contribute most to the economy) will be laid off and this will lead to a gap in years to come
Beware of closures of parks in rural NL. Parks are a key to keeping visitors going to rural areas
Privatization is not the optimal solution as their prices will rise when there are no government employees left to do the job
Public servants have a vested interest and have ownership. Contractors/consultants will do the job and leave
Cutting public service is not the solution – work with union – co-secure feasible contracts
Empower frontline staff not managers – they will not cut themselves, too many managers
Regionalize services
Cut MHA pension
Double dipping
Probation clients (income support) – should be community service – assist seniors [and persons with disabilities]
Resettlement needs to happen
Teleconference - doctors
Casino at Marble Mountain
Hard to fill positions – bursary program with a return for service – e.g. Labrador – provide accommodations
Right size management – managers with no staff – what do they do?
Performance evaluation – manager deal with slackers
Service NL – Regional director/manager set up is unnecessary – have a better look at management reduction in this regard
Inspection staff in government service centres need computerized system to handle reports – paperwork is wasting time
Daily reports of what you did – waste of time and a form of micromanagement (government service centres under Service NL)
Get rid of leased space for government – build the needed buildings – in the long term it will save tons of money – often hear of landlord building one for government – lease it to government and have building paid for in five years – this is wrong on so many fronts!
All residents of the province has felt the effects of moving ahead with the Muskrat Falls project. If NL must continue seeking global private investors could provide more financial options
Take care when undertaking change to protect the younger generation of the province. They are our future. The bumping process does not treat our young employees well

Especially reconsider making cuts to rural Newfoundland. These people form the basis of a community – volunteering, stability for entrepreneurship
Look for opportunities to diversify the economy – we need to develop tourism, green industries
Develop “nodes” of rural development e.g. around our own natural and service resources – Witless Bay, Mistaken Point, La Manche Park all contribute to Irish Loop development
Public servants are invested in the province and the citizens. Privatization does not always result in cost savings and with focus on the bottom line rather than service
Process itself is problematic – suggest that results of this process be put into an action plan by secretariat, then sent back to us for assessment and rating
Budget – get rid of end of year flurry of spending – don’t penalize managers/directors/branches for not spending all budget
Fundamental program changes required. New ways to do business
Eliminate training dollars as income support
Penny wise and pound foolish – mail pick up \$6000 Transportation and Works – standing offer purchase of filing cabinet
Penalize you for having \$ left at year end by cutting budget next year
Government vehicles – over long term, cheaper than private vehicle plus can ensure safe, properly equipped vehicle
Standing offers don’t save \$ - often inferior product so use more, ends up costing more – lithium batteries for digital cameras – filing cabinet – sale [in] Corner Brook – St. John’s standing offer plus shipping
County system for services like Nova Scotia – can’t afford fire departments, waste disposal, water and sewage treatment alone
2 incinerators Northern Peninsula – St. Barbe and Strait of Belle Isle
Get rid of Local Service Districts – county
Vehicle registration every second year
Conduct proactive maintenance on buildings, roads, vehicle fleet, etc. to extend life – don’t let it fall apart until it is critical to do emergency replacement
Leased space for government offices – true investments are never short term – build government buildings to house – ridiculous amount of money – penny wise, pound foolish – moving expenses and renovations
Come up with a standard design for schools, hospitals, etc. that has appropriate function and efficiency in operation
Improved home care to keep seniors safe in their homes longer – 5 ½ hours/day maximum for senior living alone –extra home care
Financial approvals! System is a fiasco – snow tires on rental – fire signatures, new Journey Authorization – petty cash – 6/7 rejections with inconsistent responses by auditors – [cost of] \$148.62 – inconsistent application of the “rules” – black hole – no one to contact and a different person each time – no trust in management – easily has cost 3-4 time claim value and not done yet
Recruitment – too long a process – lose best people – references useless – terminated employee in probation – to mechanism to advise Public Service Commission – Request for Staffing Action process – doesn’t explain how to submit – multiple layers of approval
Multiple signatures required – is no manager trustworthy? Authorization gone so now does through multiple approvals for just about everything
Program areas – if cutting budget to the point program is ineffective, cut the entire program – decide what programs must stay and ensure they are adequately funded – blanket cuts across the board have



never made sense – those with fat can trim, those that don't go to the bone and become useless
Studies! Things are studied to death making consultants rich. Most times long time department people know what is required and what will work. Why do we need a consultant's report to point to? Cover your butts
Sick leave – pay for a small portion of unused at retirement – would see a decrease in abuse – nurses – annual not approved – force to [use] sick leave
Entities not funded by tax payer dollars – such as occupational health and safety – funded by employer assessments – forcing us to go through some exercises as departments. When we don't affect government \$ is a waste of time and \$ for us to be doing this
Inspections and air inspection prosecutions, increases compliance with minimum safety standards which results in fewer deaths, injuries and occupational disease, thereby lowering health care costs
In a conflict – [health and safety] act binds the crown so we are prosecuting our employer
Increased costs to have a prosecutor from another province or a private firm do the prosecution – Department of Justice – Howard Lavers – Transportation and Works – Outer Ring – Flat Bay
Seniority list – incorrect – took years to start audit but still not corrected (wrong start date)
PeopleSoft – 2 letters transposed in name – took eight weeks to connect – couldn't get pay stubs
Vehicle purchase, cell phones, etc. going through other people in other departments
Travel agency fees – only costing more – management accountable for what is spent
Time to pay bills – small company won't take purchase order
Gas cards for government vehicles – order in advance – have information on vehicle – wait for cards, workers use own \$ or credit card – can't use petty cash – inefficiency
No one knows who does what anymore and no one cares as long as they pass the person along to someone else – lack of pride in their work
Is it cutbacks, do more with less, creating a total lack of morale in public service?
Job Evaluation System, layoffs, budget cuts – so how can anyone feel your work is important and valued?
Did we need "Eventbrite" to register for these sessions? Cost? Other information gathered?
Find a way to stop the wastage and overruns at Muskrat Falls