

**Government Renewal Initiative
Public Service Sessions St. John's and Stephenville
February 22 and 23, 2016**

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?
Participant expressed displeasure at not having representation from Government in the room – should have been MHA present
Private Public Partnership (PPP) does not work for everything...where is the data that has been collected to determine that Private Public Partnerships (p3s) are the best
Decisions are not based on evidence- they talk about evidence based decisions but doesn't seem we are getting the evidence
Not being asked for input at the office/department level – where is the input- some are some are not being asked for input
Where are the biggest expenditures – that is what we have to find
Too much spent in rural areas for the number of people out there
Have to get a handle on overtime in healthcare
Post-secondary - efficiencies should be made at MUNthey should be required to make the same cuts
Should not bring in all day kindergarten....at least it should be delayed
Paying ferry transportation to and from islands....more people should be moved off islands
The % should be 75% for people to move off the island
More emphasis on rural hubs
Local Service Districts pay no taxes – the should be required to pay the same as everyone else
County system for regional services should be implemented
We pay for weekend courts – we don't have to be doing that
Does College of the North Atlantic need 17 campuses? What are the numbers in programs? Campuses should be reduced based [on] numbers
Grenfell should not have Arts programs...that should be in St. John's
Some programs for College of the North Atlantic should be better located – it should not be based on politics
More distance education should be used
We need to treat island rural areas the same way we treat Labrador rural areas
Health care should be more regionalized ...we can't afford all the health centres we have in rural areas
Moderate increase in tuition should be considered...has not been increased in years
Courses that have enrollment of 4 or 5 should be reviewed and ended
Cannot spend 30 % more than Canadian average
Ferry services
Lights, heat control after hours (automatic dimming lights)
Incentives to reduce wastage in building practices - considering safety
Inconsistent heating throughout buildings (e.g. heat on bust in the summer time)
Representative who can educate staff on reducing electricity usage, heaters, lights
Embrace Information Management – scanning and storing documents electronically instead of holding onto, keeping paper documents. Paying rent to store paper!
Stop expensive marketing methods. Centralize marketing across various government departments and agencies
Look at the rate of return on the marketing expenses

Stop keeping departments siloed
Centralize operations like health authorities
Home rebate programs should be expanded
Look at executive salaries. Reduce them, look at the structure of higher paid positions, and cut some executive positions
Find ways to make current practices more efficient – this applies to all sectors , ex. level paper used or number of health care facilities
Reduce numbers of work term students
Should be investing in work term students – invest in youth
Travel should be reduced – shouldn't be going to all conferences or sending lots of people
Video conferencing should be replacing face to face...
Income support – bleeding budget – why are there hundreds of jobs on Jobs NL and so many people on income support? More emphasis on proactive approach to get people employed
Individuals forced out of work to care for loved ones – losing jobs – if it makes sense to support people to do these types of things then do it...it will help the strain on health care to provide palliative care...not everything is black and white
Infrastructure is considered in piece meal – instead of considering the whole....look at the needs of a region and the infrastructure as a whole – shouldn't be band aid solution
Change the % on municipal/provincial infrastructure problems
Stop supporting small communities that are on their last legs – lower the percentage used for government to support communities to relocate
Health centres cannot keep running to support these small centers
Making choices to live in these small areas – you can't expect the same level of services
Putting big money out there as an incentive to get them to move – they have to find out what is holding people back....what supports can be put in place to support people
Cost of choppers to service islands should be reassessed
Stop giving money to people who are abusing the system – taking advantage of the system – income supports shouldn't be available to people who refuse to work
Foster program is very high cost – are there more efficiencies that could be made in this system...when someone does not have to work because of the number of children they are taking in seems like the costs are quite high
Delay all day kindergarten – delay this until we can afford it
Cut Regional Health Authorities to 1 and cut higher positions
Stop construction of new buildings – is it really necessary or needed? Vs old failing building
Energy from Holyrood population increasing North East Avalon – 2 years make a difference
Collecting money – giving out permits in one stop shop
Why is government sending information out on expensive paper – we can't get pens and paper at the office but having fancy documents for the Government Renewal Initiative discussion guide. Haven't been able to get pens or office supplies for [other projects]
Advanced Education and Skills transportation. Under medical transportation for when someone on methadone has to go to pharmacy to pick up this at the closest pharmacy do not go there up to over 100 dollars a day for not using closest pharmacy

Government is wasting money. On one person as an example on average over 40,000 for one person. Add those up. There is also an abuse of going to doctors, pharmacies, urine tests etc. the frequency of this and not using the closest service needs to be stopped. There is a more efficient way to deliver this service. People should not be given leeway and paid for using services that are available within their immediate area. Another way is to be more efficient is having a central place to treat methadone patients
Needs more focus on infrastructure to support individuals
Have more centralized services
Business, Tourism, Culture and Rural Development should not be moving dollars around the winter resident campaign – aimed at in province. Contradicts mandate of the department to bring in non-resident tourism revenue. This will free up human and financial resources to a market program that brings in new money to the province
Why do we have jugs and jugs and jugs of water brought to office? Waste of money costing the government money. If someone wants water let them bring their own and put filters on the tap
Bringing in cheese trays for meetings. Providing coffee breaks there is no need of it while we have clients in the waiting room trying to figure out how to get bread on the table and can see the room with the platters. With this comes other expenses like paper cups/plates
Bothers employees when food is ordered and there is no need of it. Let them claim their per diems
Why do we have an assistant to assistant to assistant in every department?
Really important to look at management. There are directors that do not have staff and have no budgets. Way too many inefficiencies for the big salaries
Front line staff are over worked doing triple the workload while directors and management are not being touched. Stress level is outrageous
Agencies, Boards and Commissions need to be looked [at]. NL Corporation, NL Housing Corporation, Nalcor the salaries of these entities is outrageous. This should be rolled in under a government
Look at health and education where they are spending their money. Not saying they have to cut but is the money being spent on the right areas aka not on salaries
More centralized - we can cut out the small things which can all add up?
Can we afford to have a hospital or school in all the areas that we have to be?
The energy that we spend on the smaller things is that a good use of the resources?
Resettlement of communities' needs to be looked at and carefully looking at this. Need to look at that one person
Need to revisit of providing school to children that only have 1-5 students in the school
Reviewing services of income support – because individuals make a fuss we give them everything that they want which is over and above what it could be done for. There are so many people abusing the system. They are overpaid within the system and we do not collect. We allow them to abuse the system because we do not want to be negatively portrayed as being negative towards low income people. Yet we are allowing them to be criminals for defrauding the system guess what they are criminals if they are defrauding the system. We would not allow it for an individual not on the system we would charge them. Should be no special treatment
In order to avail of the drug program you need to pay a yearly fee
Need to look at the abuse of income support and Advanced Education and Skills
Every program what are your intended programs, are we achieving?
Lack of employee engagement

Prefer not to decrease education spending at all
Only 23% of health surveyed felt engaged
What are the things government “should be spending” their money on – maybe question should be changed
Should be about providing supports more efficiently – streamlining services
Where is the big picture – with every division giving their own thing – perhaps it should be the people at higher levels feeding their info out and up through – policy people reporting up
Need to refocus on what the services are and how they can be realigned
Better alignment between federal and provincial dollars
A part of the issue is how there is a lack of understanding between departments on what programs/services are there and how they work
Consulting dollars – a lot of this capacity exists in the department – why are we going outside to hire consultants – farming work out when there are experts among us
Not good at how we can bring departments together on how to create better communities
Not good at prevention – need to [do more] bigger picture planning – how do we expand on the programs that we have and spend less
With Advanced Education and Skills – community employment centres closed – took those out of employment in community – did it to save and help those to get employed – what are the figures now?
Sell off vacant government infrastructure when it becomes vacant – move groups into these buildings instead of renting
Federal and provincial – reduce duplicate services
Long term evaluation is important
Ferry services
Wastage - heat, light, etc.
Storage rental
Ferry services
Automatic heat/energy controls
Reduction of storage of paper documents
More emphasis on using public colleges – Skills funding through Advanced Education and Skills. Cost savings. Cheaper than private colleges 90 students in Stephenville/24,000 per week (in Stephenville) for Adult Basic Education in private college
Don’t go ahead with full day kindergarten – we aren’t ready for it. Now isn’t the time – hire early childhood educators versus teachers (cheaper). Excellent program. It is important. Puts kids ahead. Debate in the room about if important or not (full day kindergarten)
Remote outport locations – high expenses to provide services – potential increase [in] relocation – high helicopter costs when ferries aren’t running – limit helicopter travel – student/teacher ratio high because low population
Inefficient heat in building
Private health care (two tiered system)
Walk in clinic (free up emergency room) – role for Nurse Practitioners with this – can triage/streamline process – can upskill current staff in hospitals – free up doctors
Patients should know the costs of the health service, they are receiving (help see/understand value of service) – the amount that it costs government – let them know the value, what government provides
“Watch group” in hospitals (why things are so slow) – health care to monitor efficiency
Government announcements – spend less money on government promotional events

Government building rentals (spending high cost on rental) Services could be more centralized
All government programming under a roof in government owned facilities. Space could be consolidated
Pensions (MHA) should have to service more than 2 terms to receive. Salary and pensions too high
Pay cuts (slippery slope)
Duties have been downloaded on public servants. 2013 cuts led to increased workload
Private partnerships – can lead to increased fees to public
Fear that private partnerships can lead to reduced service
Political interference requires a lot of money
Tighten up controls around fraud on income support – eligibility criteria should change for income support. 18 year olds should not be on EI unless medical reasons. More job coaching support. More work to connect people to jobs. Employment services (voluntary) should be mandatory
Businesses hiring foreign workers when there are many people on EI
Anyone without medical reasons preventing them to work should be working and have support to do so
Determine employment hubs. Can only receive EI if living in Employment Hubs
Abuse of informal economy – people working for cash. Lost tax payers dollars and receiving EI
A lot of abuse in Advanced Education and Skills – act, policy, etc. all needs to be changed – charging people isn't an option, need to remove from Income Support
Advanced Education and Skills could save hundreds of millions of dollars
Not all clients abuse the system and really need to crack down on abusing the system – very limited repercussions to people abusing the system – increase pay back for abusers
Keep license plate with people not plates. Lost revenue – also work dollars associated with this

Q2. Given the financial challenges facing our province, what three things do you think government could do to raise money (increase revenue)?
HST should be increased
Gas tax should be increased
Fees and fines – how do we get people to pay up- if they are not paying they should be incarcerated and used to carry out public service
Toll gate should be implemented in the province
Salmonier Nature Park and other parks are free and they should be charging
Corporate offices and regional offices could be merged in same location – in St. John's especially
More people could be working from home
Technology should be enhanced to work with partners in regional and rural areas
Leasing buildings – selling buildings
Lease water bombers
Need to make changes now and not wait until 2017
More flexibility in work – job sharing – work four days rather than five. This is supported only by department and should be government wide
Sick leave policy – government should be the leaders in following the health care providers recommendations- should not have to get doc note
Incentives to join fitness clubs (preventative)
Tax tobacco more
Should encourage farming more and be producing our own food...this would cut an enormous amount

from road wear and other
Should consider charging fee for doc visits – really needs to be well thought out
Ferries – Private Public Partnerships (p 3s) could be tried there
Increase corporate income tax – smallest in Atlantic Canada - could be revisited
The salary gap has increased over the years – there has to be a way to bring this closer% to higher income is so much higher than lower income
Increases based on performance
There should be more awareness about what all the costs are associated with health care – what are doctors visit
Raise fuel costs locally. We know oil is down, but we're used to paying more. Government can take the excess
Raising the costs of fuel, but not for transportation companies because it will then come back on the consumer (e.g. cost of vegetables, etc.)
Increase taxes on unhealthy things – tobacco, alcohol, sugar. This list can get really big, but let's focus on things that show a strong correlation between consumption and disease
The example mentioned of the Fat Tax in Europe – something to do with weight and tax
Tax to pull down the amount of sugar that people are consuming. Studies show direct correlation between extra consumption of sugar and diseases like diabetes. Increase revenues and decrease healthcare costs
Is there a solution for low-income people? When Pepsi is cheaper than milk, how do we put a penalty on the less-healthy option?
Can we develop incentives to purchase healthier items? Rebates if you're under a certain income bracket?
Windmills should be researched and looked into
Research into sustainability in our food supply. How can we be more self-sufficient in our food supply?
Aquaculture and agriculture could be better developed. We're not at a loss for environment or resources to grow and farm and fish food.
Looking into underwater tidal generators – develop this technology?
A lot of research done on the global scale is not being used by us here in NL. How can we increase our capacity to learn from and use best practices?
Making moose fur more fashionable!
Public is supportive of spending money to make money – if it's sustainable let's do it
Building code is changing this year to include more sustainable materials – this change will mean a higher demand for materials like wood. If we became an excellent centre for forestry products, we could enter into a growing market. Without expertise in this province or this region suppliers and builders are forced to go out West or to Europe
Lots of ways to develop expertise – how many things have we gone out for that we could do locally instead?
Processing – we mine the iron ore and ship it to Quebec. They get the jobs, taxes... and then it goes somewhere else? We shouldn't allow this – things taken from NL should be processed in the province
Could we offer bigger incentives for companies to stay here and do the processing? Or fines to take it outside the province?
Lots of emphasis placed on prioritizing initiatives that would increase the province's ability to be self-reliant
We need to look for opportunities to keep the revenue here instead of shipping it off

Fees and HST – we should be looking at an across-the-board fee increase at Service NL
Have heard of other provinces that have cut out the license renewal fee because the fee is not making as much money as it costs to administrate the process. Cutting out the fee saves money
Is it worth it to have a small fee for provincial parks? Or does the administration of those costs ultimately cost more than the revenue possible?
The planet is warming and the reason is increasing demand for infrastructure. We are becoming more urban. We could be putting more money into better urban development
Housing crisis – the cost of housing is costing the government more in the delivery of shelters and services – investing in low-cost housing could make a huge difference
Build more areas where people can share space and live together – we don't all need our own plot of land!
Collect outstanding fines when you pull people over – if you don't get the fines, impound the vehicle
We're going to spend more time going after the money outstanding in fines. We should be taking in the vehicles
Are there opportunities for car sharing and car-pooling? More incentives to car pool could affect the demand that's driving up the cost of gas
Prison systems in the states have work options so that when individuals come out of prison they have marketable skills and the province gets options for cheaper labour at the same time. Better rehabilitation and lesser cost on incarceration / justice system
Increase HST
Unpaid driving fines- should be collected
Arts and cultural sector needs to be viewed as the revenue generator that it is billion dollar sector – perception of sector
Private Public Partnerships (P 3s) are in place within arts sector – and more could be done
Post-secondary – why can't College of the North Atlantic be operating more programs at cost recovery – and competing with privates?
Invest in youth while they are here – in post-secondary – they should have the first option to be accepted into programs
Property divestiture – government owned buildings should be sold/rented, used in some way
Sell off crown land
Vanity license plates – expedite the process – people will pay for these
Toll booths – can't please everyone but these are used in every other [jurisdiction]
People should have to pay when service has to be switched from ferry to chopper
There should be a remote tax – for people who need services above the normal.....people who lives in rural and remote areas
Increasing fees such as moose hunting
Need to reconsider investments in resource sector i.e., Muskrat Falls – can we slow it down?
Use expertise within government – stop bringing in consultants – we have expertise inside in most cases
Why isn't there more wind generation?
Casino – great way to generate revenue!
Regional hubs should be the focus for rural area
Stop contracting out work that public servants can do
Legacy fund/rainy day fund – would make sense – why weren't we required to put that anyway? In about 10 years we will be back here again

Grimes said we are really investing 700 million dollars into Nalcor. Is that an investment? How can we have a return on that down the road?
The money that was coming in – we used that to pay our debt somewhat
We've allowed ourselves to become way too dependent on oil revenues – maybe we should set a cap as to the percentage that oil could represent?
Who is budgeting oil at 100/barrel?
The structure of the budget boggles my mind – how much of these graphs are real? How many are moving targets? They don't seem to have that conversation
Nalcor is the elephant in the room
People know the contract is going to go forward, it's not going to stop. We have so much infrastructure down already
Is there a way to sell off a share of Nalcor to cover that investment?
No one likes to pay taxes but we have to pay for what we use – have a formula that allows the gas tax to rise as retail cost goes down. But then your environmentalists are going to want to know what you're doing with that money
Healthcare is a big piece of the pie – there should be some minimal fee for each visit – 5\$ or 10\$ might reduce some of those unnecessary doctor visits
Saskatchewan also has report cards that show your health care costs relative to others, or your piece of the pie
If you want to discourage the abuse in the system – weed it out and target it somehow. Usually when you start to charge fees it builds up another layer of bureaucracy – if you are really sick you feel like you are being nickel and dimed. It is a big issue, there are people who are chronic abusers of the system
There's nothing to say at the emergency room – this is a General Practitioner and this is emergency.
How seriously are we looking at the abuse from the system?
No one wants to talk to you about that. No one wants to talk to intergenerational cycles of income support
Use of taxis for methadone, or with no limits
We are little people, we don't get listened to
We need to have a feedback system, there's a huge trust issue in government. There has to be some mechanism in place for employees to be able to at least say how they feel – most of the time we don't entertain it. They want innovation, so innovation processes need to be implemented – our input is not being sought – no one is knocking on my door asking for any suggestions. You can do it, but if you spoke the truth you'd be in jeopardy – the culture does not support feedback, does not support input. We have to do it behind the backs of the executive – the system does not let us innovate
We have systems that don't work and can't report all sides of the program – no one saw the big picture – its silos
Start from scratch – reinvent the whole system – what does government need? Right now we are tinkering
If you don't cut from the top – not much is going to change
If the consumer is used to paying a dollar set a price for gas if under the \$1 then government gets the revenue. If the price of oil goes down then put a gas tax that makes it a \$1
Gas never goes below \$1 – minimum price on gas
Lotto tickets need to be taxed
Look at everything that is being sold
Junk food tax
Government needs to look at the intellectual property that it has. There is a way to sell this information

that could become a business and could generate jobs/revenue
Tuition freezes cannot continue they need to increase but not significantly. It has been frozen for years yet the enrollment has increased
Corporate taxes at 5.6% is low. Companies are coming here to do business and set up business. Not saying a huge increase but maybe a 1% increase for corporations
Need to hold corporations to environmental standard. Environmental fees and fines for not cleaning up an area when they are done
Provincial government needs to negotiate with federal government about getting some of the money that they receive for airspace usage over NL for aircrafts flying over NL. Feds receive approximately \$400 million a year but NL gets none of this
4-5 mega projects on the go and need to open the door for other investors to invest in these mega projects and not have government as the sole funding provider of these. Table split on this as will also have to share the profits
Procurement policies within the province. Need to change this to buy local. For example the food for muskrat should be bought from locals. Need to change the policies. Individual at the table saying that need to be careful of that – no agreement on doing this
Collect the revenue of the outstanding fines – do like years ago when RNC would go to door and if don't pay go to jail. Need to be able to garnish wages for payment of fines
Get rid of government building that are not being utilized – sell off government assets
Overall fee for all programs/service for government. For example – drug program fee to participate. If eligible for a supplement then you do not pay the fee. Particularly seniors were talked about
Need to look at best practices of other provinces
One of the areas globally that has seen a reduction is bees. This province has a huge potential to become involved in bee productions and colonies to supply the rest of the world with bees. Major economic opportunity to develop the bee population– food shortage will become a huge issue globally
HST increase to 2% - do it
Used to paying the \$1 threshold for gas. If goes below \$1 have a gas tax to bring it up
Tuition fees and student loans. Provincial loans have no interest need to bring back charging interest.
Need new money to come in not focus on taxing ourselves. We will be more successful if we focus on new money
Advanced Education and Skills providing Adult Basic Education at no cost to client – make them get a student loan like the rest of society – make them pay back in work hours. Something like the Navy or coast guard what they do in providing the funding to get the education
Why are we bringing in foreign workers when we have income support clients who are capable of working not being forced to work? They need to be forced to work or go to school or else lose your income support
Stop taxing and increasing things for the ones that are contributing to the economy like the working class. Start making those living off the system earn their keep. They are costing the money - they need to be forced if not do not provide them with the services and supports that are being funded on the backs of the working people of this province
NL is on the bucket list of many tourists however, the cost to get here is too high. Need to provide an interception program for tourists so that there are free stop overs here in NL. Government would have to negotiate with airlines. Have stopovers for 3 – 7 days for people on their way to Europe from Ontario as an example. Iceland is doing this
Private Public (P3) partnerships in tourism. Government pays for the # of minutes that the private sector spends on the phone. Opportunity to establish in other departments

Government empty buildings – sell them off
Crown land – need to lease and sell more land – need to make it more available and not so much time to get approval in the system
Some of the clients within the system are not capable of working because of the supports that they require. While people are in the 9-12 education system to get them out and experience work through partnership with business
Temporary foreign worker program to ban this in the province. There should be a partnership with business to use income support clients to fill those positions do not give the clients an option force them or lose the money that they receive
Pre-employment for social assistant clients
In the education system there has to be a component on budgeting in all levels of the education system. Ex. Adult Basic Education clients went to do trade and made big money and blew it all by making big purchases. Because did not know that they needed to budget and financially plan
Criminal record screen certificates – if someone is volunteering then this is free. This need to be charged
Carbon tax on emissions
Collect on fines
Charge more for Access to Information and Protection of Privacy requests – even the initial fee increase it. Mostly opposition requests and not good use of time
Increase the HST
"Taxes"
Raise fuel costs
Fees
Increase fuel costs
Increase gas tax
Consider increase fees for corporate tax
Alternate – lower fees for corporations could encourage new business
Tax incentives for business in rural
Could maximize potential of resources we have now – cradle to grave services – everyone have same job – make better use of the resources we have – re-evaluate resources
Allocate resources where needed - look at how it impacts department as a whole. If too much, may need to reduce. Quantity versus quality of services – social services needs to have high quality (call centre model not working nor evaluation based on #
Increase personal income tax
Increase HST
Not a good work environment – understaffed – fear mongering – can't provide service excellence due to high levels of staff stress – toxic work environment – can't get time off work when needed – causing reduced performance
Increase taxes on tobacco and liquor
No more advertisements for NL Liquor Corporation
Sell marijuana through NL Liquor Corporation (\$ increased)
Increase fees/fines (license fees for fishing, hunting)
Increase fines for offenders
Stiffer penalties
Increase fishery (for tourism opportunities) \$ generation opportunities – commercial fishermen could offer this – constricted to cod fishery

Decrease Marine Atlantic to encourage visitation to province – should also be reduced for residents – people choose not to come because ferry is cost prohibitive
Casino in St. John's. Huge revenue generation opportunity – comes with social repercussions
Property taxes for all houses (including local service districts) they are still receiving services
People released from prison without accommodations/supports – causing vicious cycle
Realign districts (regionalization) i.e. Kippens and Stephenville shouldn't be two separate districts
Reduced bail out of private business (i.e. Humber Valley Paving (political interference), Kruger, etc.)
Province responsible for clean-up of mill site in Grand Falls Windsor – corporation should be responsible
Too much hierarchy in government – reduce management – streamline management, require more field staff
Allow staff to delegate their self – no autonomy at staff level – need to allow people authority
Required medical note for certain services. Should not be required. Strain [on] health system. Advanced Education and Skills workers should be left to make decision
[It should be] “worth it” [for people who are unemployed] to go to work – in some cases people make less working

Q3. How can government be more innovative or efficient to provide quality services at lower costs?
Technology – it already exists
Bringing internet to all province is a big expense but opens up other areas
Unincorporated communities should be paying their fair share
Use experts within the public services
Don't redo studies and research over and over
Mobile devices for uploading inspections/etc.
LEAN should be applied to government services
Government purchasing should be more efficient – should be buying in bulk
There is a lot of waste of supplies, 'Just In Time' system
There is a cost to all these pens
Travel contract is a waste of public service time and money...and wasn't put out to public tender
Travel claims have way too much approval processes
Way too many managers. 12 staff and four levels of management. Too much waste
Management should not be making the decisions on cuts because they should be the ones cut
Cuts in the past have made services inoperable. Services cannot be provided at the same level
Cutting at the wrong level...cuts should be made at a higher level
How are government assessing how they are meeting their own goals – how to be more efficient
In health inspection some of the work should be left to the discretion of the worker, not carry out assessment because you have to do a certain
Are Deputy Ministers still getting bonuses? That should be cut
Do we use technology – Lync for example- is there training? Not everyone is aware
Part of engagement with public service is communicating with them. People are not always aware of what is going on, not always all on the right email lists from Centre for Learning and Development or Public Service network
Public service is not encouraged to be innovative – employees are not encouraged to continuously improve, risk adverse

Management not interested in hearing innovative ideas from others
There is no reward to bring forward innovative ideas
Automating or eliminating certain registrations
Where can apps and online processes replace expensive administrative processes?
Not everything has to be done by paper!
Volume of paper we produce at government is much too high. Every government department should reduce which also reduces the administrative costs associated with paper processes
Over 26 years have seen a huge increase in the amount of paper used
Rules around liability are driving increase of paper usage. This can change
There should be penalties for printing a set amount of paper per week. Teachers have Xerox cards that only allow them to print so many copies
Implement restrictions on resource usage, especially paper
Healthcare – expansion of pharmacist services is a great start, but are we using nurses and nurse practitioners to the full extent of their capacity? Know nurses in other provinces who don't want to move here because the scope of their work reduces so dramatically
We need to increase internet access in rural regions to allow us to move things online
There are currently 27 public office locations in the province where individuals can access the internet – do people know about that? Can they access them?
Rental vehicles – could we amalgamate and pool the vehicles that government has instead of keeping them within departments only?
60% of the vehicles are all trucks but the scope of the need for the truck is only 1-2 a year. Why do we own them? Can we rent? Lease?
Number of supervision and management is too high
We need to see a lot more delegation within the departments. No fault of the person but you're waiting forever for the one signature that's allowed to approve something. Creating bottlenecks that are inefficient
Too often managers and executives are doing front-line work when they should be leading. They're not delegating properly
Better financial management from the front line would really speed up processes within departments
Where we have office managers in charge of funding, the funding is often spent well and efficiently. When the dollar allocation responsibility exists further up the line, we end up making mistakes that waste money or come up short for programs that need it
Top-heavy decision making isn't just about faster processes but better, more appropriate ones
More cross-training of employees within the core public service. We don't know what the other people in the process are doing or can do and we're stuck in our silos. We could provide more efficiency and save money in the hiring process if we could share more
Why are we providing our provider a cost for every phone and every cell phone within a department?
If we were more financially involved and understood things like this (e.g. the phone bills) we would be more fiscally responsible within our departments
How many employees in government have both cell phones and landlines?
Could we have central landlines for offices if they aren't being used very often?
The spending spree at the end of fiscal – we need a policy where you don't have to 'use it or lose it'. It's a waste of money
Shorter work weeks as an option

Privatizing some services if we can find ways for them to be efficient and cheaper
For example, can someone else make pieces like the stickers for car renewals? Do we have to do all these things ourselves?
Can the NL Liquor Corporation be done better privately? Why are we still funding it?
Relaxing the laws between inter-province alcohol trade. We can sell ours more efficiently and also generate revenue by selling ours elsewhere
Transportation and Works has infrastructure departments, so does Municipal Affairs and Education and Early Childhood Development. Other departments go to Transportation and Works for infrastructure needs – why do others have their own separate department? Where could we work together? Duplication and wastage. Why not have a big umbrella infrastructure office or department?
Often with the duplication there are individuals who have time where they don't have anything to do
Climate Change Office – it's a very small office but we don't understand why we have that office as well as a Natural Resource office as well as Environment. Why are these separate? Duplication and loss of efficiencies. All of them need managers that need to meet to stay coordinated
We can't avoid the conversation about layoffs
Private Public Partnerships (P3s) can work in certain sectors – health care is one of them
Some people are draining the system – should have first choice to health care – should not have to wait behind someone who is over-weight or smoker
We shouldn't be providing service to people who are not looking after themselves
Childcare is something government could be making money on
Perhaps we shouldn't be providing more services
Move to on line - motor vehicle
Level of food service on the island – could be more we are doing to grow our own
Community gardens - there's nothing wrong with using crown land – have to figure out how we can use it more
Film industry is growing – people are being attracted from other areas
Government gets together with the college of physicians and set the number of doctors who are set to graduate each year
How are we engaging people and how are we delivering services – a study came out recently that show that homelessness costs thousands of dollars due to their lack of access to service – 30,000 a year we take every person off the street and put them in a home and it saves them thousands and thousands per person
How do we create a system that allows for innovative changes like that? Have to look at Social Return on Investment and get away from a crisis management system
We have to start thinking early enough – like when kids are 3, 4, 5, what they might need when they are 80. We have to look at wants vs need – we have a culture of abuse in NL – people don't want to take it on, they don't want to make the hard decisions
We aren't a planning culture. We need a culture change in government
We see a lot of people setting policy when people don't have the background that they need to be considered experts in that area. How many economists do we have? Do we have any?
The number of management positions we have – it's ridiculous – they aren't even managing people. Just look at org charts! It costs more to deliver the program than the program itself
What about flattening the bureaucracy – why not delegate the authority down? Put accountability in too, but it's way too inefficient here / I agree, I think that's the biggest complaint people have about government. Even when you succeed, the client usually dislikes you by the end of it – it also invites the

wrong type of client at the door
It would be interesting to see what the public is saying – what they want
I think there's a problem with the way we do consultation – I think we need a more participatory system – I think they have it in Brazil – that way people can make choices instead of asking for their piece of the pie
I don't think we should have discretionary funding anymore
How many times have you seen a lot of spending at the end of the year – people suddenly have brand new furniture, just to spend money. At fiscal year end this money is often spent inefficiently – I think we need 10 year budgeting horizons. How much does politics influence our spending and the spending decisions we make? Even a 20 year plan – like with Nalcor, it would be important to know when the investments will pay out
We need an empowerment structure at government – that allows employees to be encouraged to take responsibility for their jobs
I think we need an opportunity for directors to meet – they are contact people
Our frontline staff haven't been brought together for 5 years – not even for training – advice falls on deaf ears
There's a problem with the award service in government – there's an internal client and an external client – you don't get benefits for serving the external client – only the internal – it makes it massively inefficient
We don't ask the client to provide feedback – yeah that's resisted big time, they don't want to hear feedback – I know programs that the inefficiencies are well known.
There's a turf protection problem – why is there a turf protection issue anyway? It comes from people worrying about their reputation and job security – could there be an external body that evaluates government? Do we need the private sector to evaluate it – the outcomes and the efficiencies? Industry standards could be applied – even getting feedback from the client – unless you start getting feedback from clients you aren't going to start getting more efficient
I think it all comes back to flattening government
We aren't good at hiring you – there's no effective orientation – the fundamentals behind what we're doing is not there – a lot of it is skewed cookie cutter stuff that comes out of executive council – and I ask – have you looked at it deeper? Have you looked at other jurisdictions?
This strategic planning system – is very artificial and it sucks up a lot of time that could be used doing other things
The liquor corporation does a really good job – in their boardroom they list their mandate. Everyone there understands what their roles are – more internal training in government about respect
If they want us to be innovative – certainly people need to be trained, need to have the resources and the space to do that
I think most efficiencies come from small, incremental change over time – innovation almost makes people go after a fad-ish approach – common sense changes – we need a culture and a system that allows that to grow
How many times do the departments change their name and their structure? Throws the baby out with the bathwater – even when you have great people, doesn't matter – it gets thrown out and someone else puts their stamp on it –
The center doesn't really see what is going on - the opportunity to look at good, effective models
Being innovative or efficient may cost more upfront but may actually cost less in the long run
If we don't make changes we will be in this same position in 5 years – there has to be big changes –

Separate an overabundance of executive support – too much time spent on minister’s day to day and not the external client – I have a feeling that people here have a better opportunity to fix this rather than the government – how do we fix that?
What needs to happen is a piece of almost everything, if everyone took a little bit – you’re not going to find one big thing – don’t go for the home runs, look for small incremental changes – look at the first year, for example, then five years
How do we get out of this 4 year political cycle? That’s a problem in the system - the honest way to do it is separate the bureaucracy from the political branch – they do it in Japan – you would have a longer-term stable approach to it – but that’s never going to happen
The biggest money decisions are made amongst politicians – ferries, hospitals, etc., those are the tough ones
An honest system of feedback from staff and external clients, if you want to be more efficient – too often people view the clients as the problem – the fallback position is blame the client – everybody blames everyone else
LEAN needs to be done more often – it’s very scary
We need to do check ins to see if we really are effective
The Harvey’s Travel issue – all this money we were going to save – it would be interesting to do an evaluation to see how much money was actually saved
Is there a way to build a system to reward efficiencies? That should count for something
In government offices there are a number of offices throughout, start using municipal offices and staff to deliver services
Town in Manitoba, government gives everyone in town cheque for \$30,000 it revived the economy, eliminated dependence on EI and social assistance
Increase the use of technology to deliver programs, services, and training
Opportunity to use other offices, schools to deliver training
Government should be using Lync not teleconference for meetings
Government employees travelling from west coast – taking flights renting a vehicle (when there is a vehicle down on the parking lot in confederation building) for less than a 12 hour period
Turn the lights off in government buildings
Why in 2016 are we not offering a work at home option for employees for individuals that can do their jobs at home? Instead of using building and maintain them. There are jobs that have to be done in a physical location of a government building. Do we need all these buildings to house people?
Project call “Broadband initiative of government” – could be things that could save us money if reinstated
Subsidizing at provincial level is happening that is more than vet related. Pleasure animals should not be subsidized
Poll the business community to see what is stopping them from starting a business
Weekend and statutory courts can be stopped. Should not be paying for a judge, attorneys, etc.
Take away internet from Her Majesty’s Penitentiary and employees can’t get pens and office supplies
Funding agencies are funding proposals that do not go back to tourism strategies – need to link these. Developing things that market is not interested in or last
There has be a standard of practice – if someone does not use its budget then it is clawed back. There should be a ways in which department get rewarded for not using that money and be able to put it away in bank to be held to use at a later date in the event that they need it. There is no incentive to save the money

Sick leave – needs to be incentive for people. This holds up positions because cannot fill the position as long as someone is attached to that position on sick leave
If changing Sick leave have to ensure that this does not negatively impact women. Ex. Women use sick leave for pregnancy. Need to also look at family leave days
There are a number of people who would take a leave without pay however, will not do this because a break in service will end up resulting in going under the new sick leave policy and have less sick leave as a result
Rehabilitation centre – Iceland example. It is multi-disciplinary
Consequences for people on income support are critical – the budget spent on them with no consequences is ridiculous
Cut out the 1000 and 100 a month for 12 months for having a baby
Every copper that goes to Muskrat Falls is taxpayer money. Waste of money – housekeepers getting paid \$30/hour need to be cut back because it is all taxpayer money
Need to focus on people making healthier lifestyles
Number of levels to get an invoice paid is ridiculous – very inefficient system. The number of people that touch an invoice
Delegated authority – do not need triple and quadruple checks. Duplication of workers
Hire people already trained not political connections
Centralize
More public involvement
Central vehicles
Insurance programs with government [should offer] rebate with gym memberships
Centralization of marketing services
Need to examine what we are doing for people with kids on income support – child care costs too high for people to work
Need to get people off income support
Can't have people receiving income support and working for cash – needs support from cabinet to change act and regulations – many people need support and aren't getting enough – many people are abusing the system too
Need to be more efficient with program service delivery – linkages program – should have higher requirement for people to access program
Advanced Education and Skills – giving money to all different levels/people/situations. No clear picture of what is success and/or how to get there – new system in place for follow-up (to measure success) – only two years old
People being admitted into program where there is demand – should streamline to only provide support to jobs on demand
People on income support being put into school (i.e. College of the North Atlantic) programs without knowing what they are about/what's involved – what is the likelihood they would stay?
Better matching of people/programs – skillset, job availability, match people with realistic job opportunities
Better liaison between businesses and people that use service – comes down to workloads
Government workers some overworked/some underworked – cross train, inefficiencies in having 'hubs of service' i.e. income support processing all being in Stephenville – better ability to work across and within departments – share info between other departments on clients (Client Service Officers – everyone could have the same job) – lots of duplicated services. Could offer more one-stop shop,

streamlined model
Bring people together – Deputy Minister, Minister, staff to have genuine discussion about how to fix the broken system. Needs to be a safe environment, with open communication
There is a cost to unhappy unproductive staff. Incentive to not use sick leave. System encourages it i.e. a day vacation provided for every so many days sick leave not used
More vacation time in lieu
Flexible work weeks/compressed schedules to make people feel more valued
Cost benefit analysis done on PAU (Pay Authorization Unit) – it creates excessive administration/paper work
Direct deposit now linked to bank account, not address (when they were mailed in Canada Post). No way to confirm if people’s rental situation has changed. People are receiving rental support and may be living with family members, not paying rent

Q 4. Is there anything else that you would like to suggest/add to the discussion?
Governance structure within the province – providing services in rural areas through regional hubs
Decision making within departments is inefficient – there are too many people involved – too many layers
Lot of research already done. Look at this before moving to another review and/or study – evidence based decisions
Remove ‘politics’ from service delivery decision making
Culture within the public service is not to be innovative. Needs to be a major culture shift
We want to know not just ‘what’ but ‘why’
Review the public tendering act
Review the government unit price and contracts
Full time, part time, and flex time positions all need to be an option
Contracting out for consultants is unnecessary – we have expertise and knowledge in government
If contractors make suggestions to the government, those suggestions are not a buffet. You don’t pick and choose. They don’t work properly not as a full package
In rural areas, where can services provided by Transportation and Works be privatized and contracted out?
Pay attention to other successful government models globally (e.g. Iceland)
Communicate better among government employees for processes – get proactive and ask for their expertise
Why is no one responding to email suggestions coming in to this process?
Consider regionalization of municipalities
Looking at our insurance program as a government – giving rebates to people who are healthy – have gym memberships and go to the gym
Inefficiencies in the bureaucracy
Disconnect with the external client
You’re asking the wrong questions – these were not the right questions
Disconnect between majority staff and the executive
If you want to hear where the efficiencies are – ask the frontline staff, they know where they are
Meaningful metrics for measuring what is done

We need someone to look at the programs and see if they are effective or not
We want accountability from everyone – politicians, executive – accountability at all levels
Decision making should be moved downwards – decisions can't get made
Merit-based hiring should be implemented. The hiring right now – there's too much qualitative room for people to hire who they want – hire the right fit!