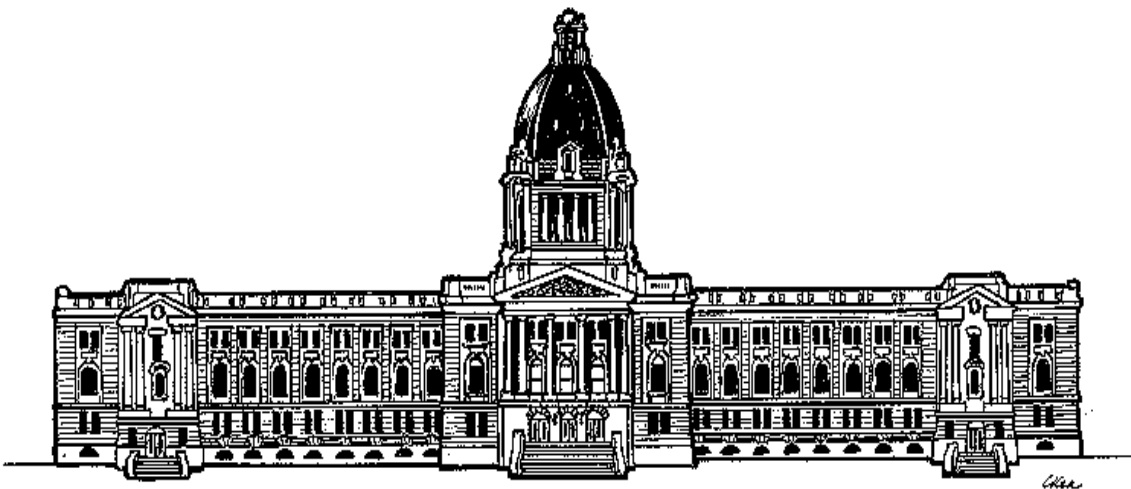




# **STANDING COMMITTEE ON CROWN AND CENTRAL AGENCIES**

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## STANDING COMMITTEE ON CROWN AND CENTRAL AGENCIES

Mr. Greg Brkich, Chair  
Arm River-Watrous

Mr. Warren McCall, Deputy Chair  
Regina Elphinstone-Centre

Mr. Gene Makowsky  
Regina Dewdney

Mr. Scott Moe  
Rosthern-Shellbrook

Mr. Roger Parent  
Saskatoon Meewasin

Mr. Randy Weekes  
Biggar

Ms. Nadine Wilson  
Saskatchewan Rivers

[The committee met at 19:00.]

**The Chair:** — Evening. I want to welcome everybody to the Crown and Central Agencies Committee meeting tonight. There is one substitution. Substituting for Warren McCall is Cathy Sproule.

And before we carry on with the estimates, I would like to table the following documents: CCA 17/27, Crown Investments Corporation of Saskatchewan, responses to questions raised at the March 13th, 2012, meeting of the committee, dated March 15th, 2012. This was distributed to members on March 16th, 2012. Also we're going to table CCA 18/27, Saskatchewan Gaming Corporation annual report, financial statements for the year ending December 31st, 2011, including financial statements for SGC Holdings Inc. for the year ending December 31st, 2011. The members will receive a copy.

The estimates that were referred to this committee are . . . I would like to advise the committee members that pursuant to rule 146(1) certain estimates and supplementary estimates were deemed referred to this committee on March 31st, 2011. Rather than me read out the estimates, a list has been distributed to committee members. The list of estimates is also available on the Legislative Assembly website.

Today's agenda includes consideration of vote 33, Public Service Commission and vote 13, Government Services.

**General Revenue Fund  
Public Service Commission  
Vote 33**

**Subvote (PS01)**

**The Chair:** — We will begin with vote 33, Public Service Commission, central management and services, subvote (PS01). We have with us tonight Minister Draude and her officials. I would ask, Madam Minister, if you would please introduce your officials, and if you also have an opening statement, you can make it at this time.

**Hon. Ms. Draude:** — Thank you very much, Mr. Chair, and good evening. I'm very pleased to be here tonight to talk to you and to members here in the Assembly and people who are viewing about the work of the Public Service Commission and its role in ensuring that we have effective government and program delivery.

Before I start, I'd like to introduce my officials. We have Don Wincherauk is the Chair and the deputy minister of the Public Service Commission. Karen Aulie is the assistant Chair, human services client service and support. Don Zerr is the assistant Chair of corporate human resource management and employee relations, Shelley Whitehead is the special advisor to the Chair. Raman Visvanathan is the executive director of the employee service centre, and Mike Pestill is the director of corporate services. You'll hear from them later this evening as we engage in a more detailed discussion in with the Service Commission issues.

But first, Mr. Chair, I'd like to talk to you about the work that's

been accomplished by the Public Service Commission. I've been the Minister Responsible for the Public Service Commission for three years. And when I look at what the government has accomplished during those three years, I'm very pleased and proud to be part of it. Our economy is growing in the province. Our citizens have a better quality of life, and we are keeping the Saskatchewan advantage. And this evening we're here to talk about the Public Service Commission.

I am going to take this opportunity to advise the members and those watching about the work this internal agency has done to do with the success of our external government. All government rely on the people who work for them to implement our policies, to deliver our services, and to focus the best possible use of resources in the best possible way.

The Public Service Commission is a central agency that works with our senior leaders to make sure we have the very right people in the right place, at the right time, and for the right cost to do the important work. And the Public Service Commission does more than that, Mr. Chair. The Public Service Commission is a central agency charged with finding new ways of operating across the entire public service, ways of being more efficient, ways of being more accountable, ways of focusing more on our core business, and ways of working more effectively with unions and the people they represent.

I want to say how pleased I am about the success of the most recent negotiations with the unions that represent people who work for our ministries. Our last round was completed in record time. More than that, the agreement we reached provided much needed balance for labour and management. That agreement also brought employment security provisions so that when we began to reduce the size of government, we were able to proceed without significant impact on the employees.

Over the past three years, the Public Service Commission has taken the lead on significant change initiatives within each ministry, initiatives like lean, the workforce adjustment strategy, public service renewal, and making the public service more accountable. I know that we will be talking about this more in detail as we go forward this evening.

But first of all, I would like to touch on accountability. This government believes in clear direction, Mr. Chair. All employees at all levels need to know what's expected of them, what they need to do to do their job. And we've put that in place. Even ministers have mandate letters that's open for everyone to see and gives them an insight into the expectations of the minister and the ministry. And in our ministries, every deputy minister has a work plan for the year with an expectation letter from the deputy minister to the Premier. Deputy ministers' performance and work expectations are reviewed annually. Performance expectations for out-of-scope managers are also reviewed each year to make sure that employees are accomplishing what is in their work plans.

Performance management is critical. Managers, programs, and government itself can only be accountable if expectations are clearly stated and clearly met. We also have work plans in place now for most in-scope employees, and we will continue to roll out that planning process across all ministries in the coming

year.

Finally, every ministry now has a workforce plan to guide them in their human resource allocations and decisions in planning for the public service of the future.

And I'm going to talk about integrity. We all know that a well-performing, accountable organization must have a robust hiring process. It must respect the rights of the employees and others, and it must respect the rules. The Public Service Commission takes this very seriously. We have a very strong process in place to protect the integrity of its hiring process. We take integrity seriously. The government is committed to maintaining high standards of professional values and ethics in the public service. It's also committed to protecting the public interest, accountability, and trust.

I'm pleased to say that the new public interest Act supports the integrity of the public service. As you know, Mr. Chair, the Public Service Commission was instrumental in developing and implementing . . . the implementation of this Act.

I've talked about lean before in this Chamber, and as all members know, I am passionate about the changes that lean has accomplished. It's a new way of thinking. It's a new way of bringing processes to the people of the province. Lean helps employees find ways to streamline work without having a negative effect on the outcome. It helps to improve the way we do business. I've had government employees tell me that they've worked in government for 28 years and that was the first time they've been asked for their ideas about how to do their work and how the programs can be even better.

Employees are on the front line. Employees are running the back offices. They know what works well, and they know what can be done to make things better. Our government wants to engage employees, and we want to hear their great ideas. Lean is a process that opens the dialogue. It lets all employees come forward with ideas to join in problem-solving teams so our services to the public are the very best they can be.

Mr. Chair, the Public Service Commission is responsible for lean across all ministries. There are also many lean projects and lean successes within the Public Service Commission itself. We are staffing jobs more quickly. We are now one of the fastest jurisdictions in Canada. We are simplifying student hiring. We are making this process even better for managers and for students. We are using new time cards and systems to provide employees with instant access to the times and leave balances.

And we're working to do a better job to integrate people back into the workplace after injury or after illness. As one employee said at the recent Public Service Commission lean event for the rehab and return-to-work process, he said, and I quote, "This is not about government or the union or management; it's about a person — a person who wants to provide services. It's about a person and their ability to do their job." He also said, "I'm so glad I got to come to this lean event. This is one of the best things I've done since I've been in the public service." That was from an employee who has worked in government for almost 20 years.

As I mentioned, the Public Service Commission is also

coordinating lean across all ministries. The lean projects are helping citizens and businesses right across the province. More than three-quarters of our lean initiatives have an external focus. Almost two-thirds are directly linked to business interests. And even our internal projects will have the end result of improving citizen service because they are streamlining the way government employees do the important work that ministries need to do.

I'm going to tell you about some of the lean successes across government that I am very proud of. Energy and Resources is reducing the processing time for well records and mineral assessment reports. That means companies don't have to wait as long for their applications to be approved, and that's saving them time and money. Health has improved the effectiveness of blood product storage, and that has saved \$10 million by reducing waste. We've cut paperwork in all ministries, and through all of this, we've improved employee morale right across our entire government.

Mr. Chair, I know our employees want to make a difference for the people of Saskatchewan, and I know we are clearing the way for them so they can get to work and do what they do best — helping the people of our province benefit from the Saskatchewan advantage.

Saskatchewan is leading the way in using lean to streamline work in the public sector. We're getting calls from the federal government, from the governments of British Columbia, and the governments of Alberta and New Brunswick. We've even had calls from the city of Oshawa, the city of Thunder Bay, the state of Maine, and the state of Minnesota about lean. They all want to know how we did it, how we used lean to improve services and the delivery to the public.

Mr. Chair, the Public Service Commission has also led the workforce adjustment strategy across all ministries. We know we can be more effective and efficient. We know that what's good for taxpayers, good for the citizens, and good for our employees is an important goal for everyone.

Three years ago, this government pledged to reduce the size of the public service by 15 per cent over four years. It was a very aggressive target. Our Premier challenged the public service to undertake this task, and the public service accepted the challenge. A committee of deputy ministers was established. It rigorously analyzed the information from ministries. They carefully and thoughtfully examined opportunities. They practised due diligence, focused on evidence-based outcomes, and acted in the best interest of the government, and more importantly, the people of the province.

Public service leaders from all ministries continue to work together to manage the reduction efficiently and effectively. As the Minister of Finance pointed out in his recent budget speech, through this reduction exercise so far, we've achieved a 10 per cent reduction in FTEs [full-time equivalent] and a saving of \$129 million. There has never been three consecutive years of reductions of this magnitude, and this will continue to be sustained.

We've identified changes for the year ahead, and we are confident we will make our four-year target of 15 per cent with

little impact to employees or to core services, and that's thanks to the hard work of leaders and employees in the public service. We are committed to helping government reduce its footprint and making changes where we can.

To date in the Public Service Commission itself, we've achieved a saving of 36.6 FTEs and almost \$2 million. We are doing this by thoughtfully and planning well and by continuing to ask the questions. Can we streamline our efforts? Are there ways of providing programs more effectively and efficiently? And can we share resources right across the workplace?

We are very proud of the way we're managing this, and it's a sustainable change. We haven't had to resort to massive layoffs that there has been in the past or to cuts to core services. We're building a strong public service for the future of our province.

I also mentioned public service renewal, Mr. Chair, when I began. Let me tell you about some of the things the Public Service Commission is doing to help all ministries improve service delivery to the people of the province. Alongside our reduction exercise and our work with lean, we are renewing the government workplace to engage employees and improve the quality of their work and improve our programs and our services.

I am going to tell you about some of the specific renewal initiatives. Public Service Commission has an ongoing partnership with Johnson-Shoyama Graduate School of Public Policy. Under this partnership the graduate school provides much valued learning and development opportunities in the areas of policy development and leadership for senior ministry officials. The school has also provided learning opportunities for our policy experts, for those who will one day move into senior roles, and the next wave of leaders.

The government has a unique executive internship program with this graduate school. We currently have seven graduates working as executive interns in ministries. Overall we've placed 47 promising young people in internship positions within our senior ministry leaders. More than half of the past interns — 60 per cent — are still employed with the Government of Saskatchewan at various levels.

Government is building the public service of the future through initiatives like this partnership with the school, which is itself a partnership between the University of Regina and Saskatchewan. This is a top-notch approach. It's good for universities. It's good for the public service. It's good for students and it's good for the people of the province.

We're also building a strong public service for the future through our youth. We're proud of the youth in the public service and I'm pleased to say that the number of the youth we hire continues to increase. Youth are a priority in our people management plan, which is the key part of public service renewal.

[19:15]

As well in the last two years, we've had opportunities provided for students. We've had great back-to-back hiring years. Two summers ago we hired more than 670 students to work for

ministries, and last summer we had over 750 students.

We've established a youth advisory group to advise senior officials on issues that youth find important, and based on the suggestions and the hard work of that youth advisory group, we now have a mentorship program for youth and public service employees. I've attended functions for new employees and for our dedicated 25- and 35-year long-service honourees, and I have to say government employees have one thing in common. They are all committed to providing excellent service to the people of our province, and I'm pleased that now we're able to help the more seasoned generations in our workplace share knowledge with younger employees through a new mentorship program.

Mr. Chair, recruitment and retention are critical for the public service. We need the talents of all ages, professional backgrounds, locations, and backgrounds. We have a strategy for recruitment and retention as part of our renewal initiative, and we'll be working on this over the coming year.

Diversity is also an important part of our people management plan. The Public Service Commission sponsors and works with networks for Aboriginal employees, visible minority employees, new employees, and employees with disabilities. We're proud of the success of these networks and the support the Public Service Commission provides. However, we recognize that more needs to be done to increase representation in the workplace and I challenge my officials to focus on this in the coming year.

I would like to close by thanking this committee for their interest and their time. I would also like to thank the Premier, my cabinet colleagues, my office staff, and my advisers, the Public Service Commission. In the three years I have had this portfolio I've seen so many significant changes through lean, through workforce adjustment strategy, through renewal, and through the ongoing work across the Government of Saskatchewan. I'm proud of all the work that the Public Service Commission has done. I know great things are ahead for the public service and for the people of the province.

Mr. Chair, I am pleased to take questions and I have experts here with me this evening who I know will be able to give answers as well. And I am proud to be here with the Public Service Commission this evening.

**The Chair:** — Thank you, Madam Minister. I'll just stop . . . just for Hansard I'll ask the officials the very first time they come to the mike just to introduce themselves. The floor is now open to questions from members. Ms. Chartier.

**Ms. Chartier:** — Thank you very much to Madam Minister and your officials here today. We really appreciate the time and the opportunity to be able to ask some questions. I'm a rookie Public Service Commission critic. So I've been going through past *Hansards* and trying to look over the last little while, and so many of my questions will be all over the map. There's many things that I'd like to understand a little bit better about PSC [Public Service Commission], so please bear with me with respect to some of my questions here.

I'd like to start actually with the lean process. I know obviously

that's been a conversation here in this Chamber repeatedly. I know in one of my critic portfolios in Tourism, Parks, Culture and Sport, the minister's referenced the lean process on the tax credit, which wasn't exactly what the industry was asking for.

But what I'm interested in learning here, I know in June 2010 the lean process started, and I understand that last year at about the same time you said the first phase was complete. So I'm just wondering what happened in this first phase. Is there a second phase that will be rolling out?

And I'm really interested in some more specific examples of what it looks like. You mentioned Energy and Resources, I believe, tonight, but I'd like to know what that looks like. I'm a big proponent of front-line workers having an impact on their world because they know best, but I would like to better understand this.

**Hon. Ms. Draude:** — Thank you very much to the member. I do appreciate it and I appreciate your sincerity in asking these questions because I know it's an important issue to you as it is to me.

You know that the government embarked on a service-wide initiative to improve the way we did business. And this process, known as lean, has been around for a number of years, but really getting into government is a new way of doing it. Through the lean process, employees and managers get a chance to step back and take a look at the way they've been doing things for a number of years and ask if there's another way to do it and how can we improve. And the goal of lean is to make improvements to business flow and can include actions like realigning workflow processes related to how their supplies are delivered or the number of sign-offs.

I am going to ask Shelley to give you some information that I think you're going to find very important and exciting as we move forward because it's just one way of showing how we're doing things differently and looking at a corporate approach to do things that makes government more efficient and more effective. Shelley.

**Ms. Whitehead:** — Hello. I'm Shelley Whitehead. We have been — you asked specifically about how long we've, you know, what the phasing of lean — and we have been on this, what we call our lean journey, since 2010, as you mentioned. We spent the first few months training our executive managers, our deputy ministers and assistant deputy ministers in lean. We followed that by training our managers and supervisors across government and as well developing what we call lean leaders. Each ministry has designated a lean deployment champion for their ministry and each has designated lean leaders who facilitate lean. So we made sure that the lean leaders got the training that was required so that they would be able to undertake lean events in their ministry or across ministries if there are more corporate projects.

We wanted to make sure that with lean that we had a very consistent approach right across government because we wanted to make sure that officials within ministries could speak to each other and share expertise and resources, that they would use the same language and document outcomes across government. Well further to that, the first year or so we got

folks trained up, and each ministry took on a couple of projects. And we are currently moving into what I would call a next phase of lean, so that rather than thinking about lean as a project-based initiative, that we think of it as a strategic approach to improving service delivery to citizens, and that we ingrain lean into the culture of the organization. So that's the next phase that we're on currently.

You asked about lean achievements and of course they're quite substantial. I think the minister referenced the Ministry of Health and their savings of \$10 million related to blood products and plasma use across the province. The Ministry of Tourism, Parks, Culture and Sport has, as an example, reduced the time it takes to reserve a campsite by 67 per cent. It previously took 21 days and now only takes seven, and we can now reserve online.

The minister mentioned the Ministry of Resources so I won't go there, but the Ministry of Education, for example, has reduced the waiting line for prospective teachers, the wait time for teachers to receive certification, and they reduced that to less than eight weeks when previously it had been some seven months. Liquor and Gaming has reduced on-site inspections, which has resulted in dollar savings of about \$20,000 annually. And I could go on.

Within the Public Service Commission as well, as the minister referenced, we've made significant, taken significant steps forward in terms of our staffing classification and the summer student program.

**Ms. Chartier:** — Thank you very much for that. Just in terms . . . I am very glad for you to provide some examples, but I'd love a little bit more detail about how some of those examples actually roll out or how you were able to make or how the ministries were able to make these changes, for example, the first one that the minister mentioned around Energy and Resources, so the wait time for permits, I believe you said. So how do you go from here to here? Like what kinds of things had to change?

**Hon. Ms. Draude:** — Can I ask Karen to actually walk through the process? Because it is interesting. The best part of it is the front-line workers get to sit down with some of the managers and talk about the way they actually do their work. And I think it's important that you hear an example of what it actually means to have one of these events.

**Ms. Aulie:** — Good evening. I'm Karen Aulie. And I was involved in a couple of — well three actually — value stream mapping exercises for the areas that I'm responsible for, and so I thought I'd maybe tell you about the staffing area. Staffing of course is a function that affects all ministries, and what we were experiencing is that staffing was taking a long time. It was complex. Ministries were complaining that there was so many steps that every time they went to staff a position, they had to remind themselves of how to do it, and often by the time we were finished staffing, we had lost our candidates because they had moved on to other opportunities.

So the way that the value stream mapping process works is you gather together the individuals who touched the various parts of the process — so it would have included staff from the Public

Service Commission, hiring managers, candidates, and others who have had the experience from a variety of perspectives — and you actually map out what the process looks like. And so in a function that serves all the ministries of government, the first thing we of course discovered was that there wasn't just one current process. There was many, and so it was very inconsistent. You also find all the various hand-offs where, you know, a step is waiting for someone to take action, and you sort of calculate some of the downtime in that process — so the steps, the cycle times, the value added at every step of the way. And then you really analyze what could be improved in the process and what would be some of the simple and more long-term things that can be done to achieve success.

So with staffing we came up with some real quick wins that were mostly related to our process, and we also have a long list of things we're going to work on for future improvements such as the candidate experience, capturing state-of-the-art assessment tools, and so forth. So it won't just be about metrics around time but it will be about the quality of the staffing decision.

**Hon. Ms. Draude:** — Comment, Mr. Chair. Just to follow up on that, I think the current turnaround is about 42 days and that used to be 100 days to do it. So that's about a 60 per cent decrease in the amount of time it takes to staff and our goal is to lower it to about 35 days, which would be an enormous improvement. And it's the kind of work that's done when we talk to the front-line employees and see what they have to do to actually manage the staffing classification.

**Ms. Chartier:** — Thank you. Actually that's what I was going to ask is what your goal is around hiring times. And I think though last year those . . . So it hasn't moved really since last year. I think you had a really great improvement last year but haven't gotten to that next level yet.

**Ms. Aulie:** — This year much of the focus has been around some of the tools to make it easier for the candidate and easier for the manager. So we've implemented a number of improvements such as online assessment guides, common assessment guides, pre-built interview techniques. So it's become more of a customer experience phase this year as opposed to just the timeliness.

**Ms. Chartier:** — Thank you very much. That's very helpful. Like I said, many of my questions are going to be all over the map here. One of the things in reading back past *Hansards* to estimates, one of the things that was raised I think in 2007 or 2008 was the discussion around performance bonuses for out-of-scope employees and whether or not that was a positive or a negative or where that should go. So I'm wondering where we're at with respect to the conversation of performance bonuses for out-of-scope employees.

**Hon. Ms. Draude:** — Thank you very much, and I appreciate the fact that the member opposite has done a lot of homework on this issue. And again I'm going to let, I'm going to ask Don to comment on this.

**Mr. Zerr:** — My name is Don Zerr. We do not at this time have performance bonuses. We certainly have performance appraisal and raises as a result of those performance appraisals,

but those are in-range movements. So there is no bonus system currently in place. We are in fact looking at whether or not that's something that would be good for the public service but we haven't gotten into any decision points as yet.

**Ms. Chartier:** — So no decision points yet, but how far into that process? I mean this was a few years ago that I saw that this was discussed. And I know obviously in Saskatoon Health Region or in some of the other sectors here funded by government, supported by government, there have been those kinds of things. So I'm just wondering, is that in your work plan for '12-13 to think about those kinds of things?

[19:30]

**Mr. Zerr:** — It's in its early stages of our development. We're certainly aware what other organizations are doing, so we're looking at our market at this point in time and looking what our competitors are doing in terms of these matters.

**Ms. Chartier:** — Well what are some of your . . . obviously I mentioned Saskatoon Health Region, but what are you finding some of your competitors — other municipalities, other jurisdictions outside of Saskatchewan — what are you seeing?

**Mr. Zerr:** — Watching the Conference Board information, the research that Conference Board does, we've looked at the Western Canadian provinces, which is typically what we consider our market to be. We're looking internally within the province, so we do have some comparatives to the health sector, to the Crown sector, those sorts of things.

About 60 per cent of public sector organizations have some form of performance bonus or performance pay, and so that's what we're looking at is, what is the competition doing? Because of course it's a fairly tight race for talent and trying to stay within the market. So we're looking at how we can as an employer do that.

**Hon. Ms. Draude:** — I think the important issue that we're also dealing with is collective bargaining agreement, and making sure that we're looking at ensuring that the wages are comparable across the Western provinces. We've gone through a number of bargaining discussions in the last couple of years, not just through the Public Service Commission, but across government. And we're keeping in mind what the opportunities are, not just in the province, but across especially Western Canada.

So I'm very pleased that in most cases we are in line with the wages that are paid right across Western Canada. In fact some of the big collective bargaining agreements that have been completed in the last year, for example the teachers' bargaining, was an opportunity to ensure that people were being paid a comparable wage.

**Ms. Chartier:** — Thank you. As folks who look at the landscape and see how things are going elsewhere, do you see any problems with the possibility of bonus pay in the public sector? I know you said that about 60 per cent of the public sector does some kind of bonus pay, but what are some of the pitfalls or the problems that you could foresee with a system like that?

**Hon. Ms. Draude:** — I think that what we need to do is ensure that, as we keep the Saskatchewan advantage, that we are attracting individuals to the positions that are opening right across the province. Now whether it's within the public service and in some of the important services, whether it's health care or education, and ensuring that we are paying a wage that will attract people and retain people is something that we as a public service and part of the bargaining group of people in the province are saying, what can we do to keep our Saskatchewan advantage?

So it's looking what other people do, but at the same time recognizing that there are a lot of people who are pleased to call Saskatchewan home. They're moving into our province now. I think in the last year we've had an additional 17,000 people moving into our province and saying that, you know, this is a good place to call home, and how can we ensure we stay here?

So all the issues that are looked at across Canada and other jurisdictions are being looked at through the Public Service Commission. And our goal to attract and retain employees and the wages are a critical part of it, but so is the fact that Saskatchewan is now seen as a great place to live.

**Mr. Wincherauk:** — Don Wincherauk. Just a couple of other comments on this one. What's really critical, and I think the minister mentioned it in her opening remarks, is having a very solid performance management system. And that goes right from the very top with the mandate letters to the ministers, to the expectation letters for the deputy ministers, and the work plans for our out-of-scope folks, and also our in-scope performance management plan that we've brought forward over the last year.

**Ms. Chartier:** — Thank you for that. And I understand that would be an important framework to have, but do you see any pitfalls with the possibility of bonus pay or performance pay? Obviously there probably are pitfalls. There's always pros and cons to anything that we embark upon in life, so I'm just wondering what some of those cons might be.

**Mr. Wincherauk:** — We have to sit down and review that. We have to analyze it and see how we compete with other firms in the province, with the health care sector, the municipalities and everything, and see what it would mean for us, you know, and we haven't completed that process yet.

**Ms. Chartier:** — Sorry to press this point here, but I completely understand that you are not at a decision point yet for sure. But in terms of . . . obviously it's been on the radar for quite some time. I'm just wondering what . . . Again with anything that we embark upon you're weighing, weighing. There's the scale and you weigh. We do this; then there's this many pros or this many cons. Do you see any downfall or pitfalls to performance pay?

**Hon. Ms. Draude:** — To the member, basically what we're trying to do is ensure that people are getting paid for the position that they're hired to do. There are a lot of our employees, and I would dare to say by far the majority of the people that are employed in the public service do a tremendous job. And to be able to say that one person is doing a better job than the other would take a system to determine and to set up to

actually determine what is a merit. Of course it's something that we're looking at as we retain our employees, but at the same time making sure that overall the wages are paid where it will allow people to stay in the province.

So as a big part of what we're doing is part of the collective bargaining agreement. It's discussions that go on with unions and within government, but at the same time knowing that if we have an exceptional employee, that maybe there is a way to pay them differently. But it's something that we are looking at as we go forward, but there are definitely nothing . . . there is nothing written in stone at this time. There is just always a discussion knowing that, as government, we need to retain our employees.

**Mr. Zerr:** — It really requires a robust performance management system and as long as those . . . as long as the system has measurables in it, there is likely not much of a downside to proceeding on that basis. But it does require, as I said, a robust system and that's what all the research is telling us.

**Ms. Chartier:** — Thank you. Thank you for that. Moving on, I'm sure we'll probably be having this discussion again in a year from now quite possibly around performance or merit pay, and perhaps we'll be further along in evaluating whether or not it's a direction that we should be going.

But with your point around needing to evaluate our . . . I'm wondering. I know, Madam Minister, at the beginning of your comments you talked about employee morale. And I know several years ago there was in fact surveys across the public service to try to determine how people were doing, how they're feeling about their jobs. So I know you mentioned here that employee morale was up, so I'm just wondering if you have some . . . Have you employed some survey tools or have you got some concrete information on how you've come to that?

**Hon. Ms. Draude:** — Thank you to the member. I know that there's . . . when we're talking about the discussion right now really is centred on the public service renewal and making sure that government can revitalize itself. And the deputy minister is actually, the deputy minister to the Premier has established five key areas of renewal.

First of all it's a core business. Is government providing the core key function it needs to provide and are we doing a good job for them? We need to have this citizen-centred service. Are we continually keeping our citizens in mind with all business systems?

People management, are we ensuring our people have the tools and supports they need to get the jobs done? And simplification, how can we improve our processes to ensure efficiency and the enterprise approach?

So when we look at this renewal, we ask ourselves the question, not just within the public service, but when each ministry as they have their town hall meetings to get a kind of . . . judge how people are feeling. We haven't done across-the-board public service survey, but we have through various ministries through town halls, and even things like the lean process when we have individuals talking about getting involved and feeling



like they're being heard is an important part of what we are hearing. My goal as the minister and our government's goal is ensuring that we can keep the employees that we have and ensuring that we have youth joining our public service.

I mentioned in my opening remarks that we're managing to attract young people into the public service. That's what we need as our province grows. So not a temperature taken as such as you had asked, but overall I haven't had any of my colleagues come to me as ministers, or people through the Public Service Commission say, we think we have an issue here. In fact I feel it's things like the 25- and 35-year awards where we have a chance to talk to people — they're enthusiastic. They're glad to do their job. Shaking hands with people on the stage as they receive a reward for staying with the government for 25 or 35 years leads me to believe that they are committed to our province. They're committed to the job they're doing for the people of the province and that they are quite glad to be here.

**Mr. Wincherauk:** — And in fact just a few other comments on that. The deputy minister to the Premier has directed all of his deputies to partake in what we call town hall meetings, very small groups of people like 15 to 20 at one time. I know at the Public Service Commission, I do that every spring and every fall if all goes well. And also I've had a host of ones where we've just had youth town halls, and myself and my key executives will meet with the, in this case the folks who are under 30, and have a very open session, very informal, very bear-pit-like type thing. And I have found those to be very useful in gauging how folks feel about the organization and where we're going and making sure that they're part of where we're going. And that's where lean has become such a major driver of cultural change within our organization because we're actually getting those ideas flowing up from the bottom.

And I know we've moved off lean, but just one comment on lean. You know, I have the privilege of sitting in on many of the value stream mapping that occur. And it's funny. When you go to one of these sessions, you can tell on a Monday, yes, most of the folks aren't that gung-ho about being there. Tuesday, you know, you begin to see a little conflict in the room, but come Wednesday and come Thursday when they make their final presentation to the executive team or to the deputies, it's just truly amazing, and you've seen something change from day one to the fourth day that I think is really driving our culture over the last while.

**Ms. Chartier:** — Thank you for that. How long have the town halls been happening then? Is that a relatively . . . like a year or two or . . .

**Mr. Wincherauk:** — The DM [deputy minister] to the premier started with the ADMs [assistant deputy minister] about two years ago. And I know since I've been at the PSC it's been roughly around two years that we've started to use these. And then I think several of the other deputies picked them up last year and have started to use those.

**Ms. Chartier:** — So just confirm then, that's across ministries then. Every ministry would have the opportunity to pull small groups of people together to have conversations once or twice a year?

**Mr. Wincherauk:** — Yes, that would be the plan. Now every deputy will have a different approach of how they work with their ministry, you know, depending on how they're spread out around the province or how . . . the size of the ministry. But yes. I don't know if they've occurred in all ministries but again it is something that we're moving forward with.

**Ms. Chartier:** — I can't recall how many years ago — it was before my time — but I know that there was a comprehensive Public Service Commission review. Is there a plan in the near future to, as you had said, take the temperature of the public service and how people are feeling about their jobs and what's going on? Obviously you do have some great things, it sounds like, with the lean initiative but a public service that's being decreased by 15 per cent over four years, no matter how you do it, probably has some impact as well. So I'm just curious to know if you have got any plan to do a more encompassing measure.

**Ms. Aulie:** — If I could just speak to some work that's under way. Every ministry has been asked to take a look at their culture and ensure that they're putting a culture in place that supports the renewal efforts for the public service. So part of that is assessing their current state. And in order to assess their current state, the town halls fit into that, getting a bit of a pulse. But ministries have also expressed an interest in having a survey tool available. So we're developing a tool that can be used and it's actually based on some interjurisdictional questions that are developed. And that tool will be available for ministries to use as they get to the point in their culture journey where it would be helpful for them to assess the current state.

[19:45]

**Ms. Chartier:** — Thank you for that. Just changing gears here — and again forgive my ignorance or my slowly gaining knowledge here about the Public Service Commission — but I know, I think back in 2008, I understand that there was a new direction that the Public Service Commission took, bringing in previously staff in human resource branches; or when there used to be staff in human resource focus in every ministry, and then it was pulled under PSC. Is that correct? And that was in 2008? I'll start with that and then I have a second piece to that. I just am wanting to get some clarification on that.

**Ms. Aulie:** — In September of 2007, all of the resources from across government were moved into the Public Service Commission. And by April 1st of 2008, there was a finalized structure that was unveiled.

**Ms. Chartier:** — Thank you. I think that was just, I had noticed something in a previous *Hansard* possibly last year when the former member from Nutana had asked a little bit about ministries now being able to hire, doing their own out-of-scope hirings. Is that the case now? And again, please forgive my ignorance how it used to work or currently works. I just am trying to get a picture of. So in 2008 everything was pulled under PSC. And then I still have questions from last year around out-of-scope hirings taking place under individual ministries. I'm just wondering how that all works.

**Ms. Aulie:** — So in 2007, the resources were pulled into the Public Service Commission, but the Public Service Commission

has always been responsible under *The Public Service Act* for permanent, full-time staffing. So even with consolidation, that didn't really affect that and the Public Service Commission continues to oversee the staffing process. But in the last year or so we've started to delegate our authority, which we have the ability to do under the Act, and allow deputy ministers to assume the responsibility for staffing decisions. So we're still responsible to ensure that there's integrity to the system and we certainly support the manager in that process. So it's just, I guess, putting the staffing authority in a spot where it belongs with the manager who's going to select the resource for their immediate area.

**Hon. Ms. Draude:** — Can I make a comment, Mr. Chair? To the member, I appreciate the question because there's a lot to learn with the Public Service Commission, but Saskatchewan was the only jurisdiction that wasn't doing that. So to be able to allow the managers to do some of this staffing decision is something that is new to us but is not new across Canada. So this is an opportunity to allow the managers who were part of it before but went through a different process, it gives them a chance to be there and do this work themselves.

**Ms. Chartier:** — So again, as I grow to understand PSC a little bit, it's not contradictory at all to that 2007 pulling things under the umbrella of PSC.

**Hon. Ms. Draude:** — It's not contradictory but I think, to Ms. Chartier, I think that the whole idea of some of the work that we're doing right now where some things are pulled together and consolidated, like some of the back office work and human resources is a consolidation, like the ITO [Information Technology Office] that was started under the former government, there was a consolidation of work and then sometimes it is better if the ministries make some of these decisions, the managers have some upfront opportunities to make some decisions. So it's giving us a chance to work with the managers to do the job that they need to do in each of their ministries, input from the Public Service Commission and making sure that we have the right person for the job.

**Ms. Chartier:** — Thank you. Just again with respect to the former member from Nutana's comments last year. She had asked, I think, similar questions or had asked about an audit or whether or not the ministry managers were meeting the spirit of *The Public Service Act*. And at that time it had only been in place where managers in ministries were able to do their work, their hiring, it was less than a year I believe this time last year. So I'm just wondering if that's something that's on the radar at all or where you would work to ensure that managers in ministries are in fact adhering to the spirit of the law.

**Ms. Aulie:** — Well there's a few things in place. One is that we still continue to have our staff assigned to each competition so they're actually very involved with the manager in the whole process. So there's a bit of an oversight role there if they felt that something was not being handled correctly. On the in-scope side, there is a grievance process as well that provides a check and balance, and in addition to that we're doing regular monitoring of the results of the staffing process. And just a few months ago the Provincial Auditor actually audited our out-of-scope staffing process. So a number of levels of scrutiny.

**Mr. Wincherauk:** — You know, we take the integrity of the hiring process very seriously and you know, we conduct random reviews on the staffing actions. And if necessary and we found that there was abuse of the system, we would remove the delegation of staffing from that ministry.

**Ms. Chartier:** — Thank you. Have you, in the last couple of years, had that occasion where you've had to take action where you have found abuse of that power?

**Hon. Ms. Draude:** — We have not.

**Ms. Chartier:** — Thank you. I know you'd mentioned the mentorship program and again I know that that was something that came out of an auditor's recommendation and then it was to be up and running last fall. Could you tell me a little bit about the mentorship program and if it is in full swing now?

**Hon. Ms. Draude:** — I'm going to have some of the officials talk about it because it's one of the exciting projects that we have undertaken to ensure that as we hire young people or new people into the public service, that they have the support they need so that they can grow quickly into their job or the opportunities that are available to them.

When we kicked off this program not too long ago, I was absolutely amazed and delighted with the number of people that came forward, not only that agreed to be mentors but the ones that wanted to be mentored. It was an incredibly exciting event where to me it showed that people are interested in their job and interested in their fellow employees and wanting to work together. The feeling in the room was something that I won't forget because to me it just sent the right message. Right across government there was people who were willing to say, this is the way we can do it together. And now because they know that the . . . not just the lean initiative but the idea that government is quite willing to listen to new ideas, it was a chance for them to say, this is the way we've done it but I'm listening to you. So I'm going to ask Karen if she'll follow up on it.

**Mr. Wincherauk:** — If you don't mind, and I'll turn it over to Karen in a minute, but this is truly one of those . . . The results have been just staggering on this initiative. When the DM to the Premier challenged the workforce adjustment, the youth advisory group to come up with some ideas and they brought forward the mentorship, what we did, we allowed them to run with this whole project right from day one to the conclusion. They had to draft the work plan. They had to present that to the deputy ministers. They had to sit down and do the RFP [request for proposal]. They had to work their way through the entire process, and at the very end we go from, in the course of 12 to 14 months, with having no program at all to having one where I think we had — and Karen will have a number — but well over 100 mentors and well over 100 mentees. It's truly remarkable, a real credit to the young people within our organization. I think, Karen, you'll have some more details on that.

**Ms. Aulie:** — I think one of the interesting parts about this program is sort of how it began because it was an example of dialoguing with staff to gauge the morale. And the deputy minister to the Premier was asking youth, you know, what could we be like to be a better employer for youth? And they said they would like more training opportunities or more

learning opportunities. And when we really sort of pursued that a bit further with them and said, what would that look like? Is that taking more courses or what is it, they said, no, we want to learn from you. We want to learn from the existing public servants.

And so that's sort of where the idea came from. And of course as human resource people, we knew that mentorship was a good practice, but they really provided the spark to get that going. And so we now have 113 staff, mostly senior staff who volunteered to be mentors, and we actually have more employees than that who want to be mentored, so it will be a continuous intake now as people come forward and are interested in partaking in the program.

**Ms. Chartier:** — Can you tell me a little bit about what the program looks like then? So you've got your mentors and your mentees, but do you leave it to them then to sort out how that relationship works?

**Ms. Aulie:** — To a certain extent, but there's been some tools put together to guide the mentee and the mentor so that it can be the most valuable experience that it can be: so suggestions around how the interaction may occur, some guides for the mentors on how to be good coaches, how to, you know, really contribute to the mentees' experience. So some of the options are formal meetings, engaging your mentee in the work that you do, having them attend meetings, you know, having them . . . an opportunity to experience a day in the life of your particular role. And then after a certain number of months, there'll be an evaluation of, you know, how are we doing and what are the two parties getting out of the process.

**Ms. Chartier:** — Thank you. Thanks very much for that. This, looking at the . . . [inaudible] . . . My lips are not working at all this evening here. Working at the latest budget, I see that there are going to be 11.2 fewer full-time equivalent positions. Would you mind telling me what that looks like, who those 11.2 . . . or not who specifically, who their names are, but what roles they were playing or how you've come to be able to trim these 11.2 positions.

**Mr. Wincherauk:** — That's been very much part of our workforce adjustment initiative, and as like last year, we have been very successful managing our vacancies, our utilization, and matching these with vacant positions that there will be no layoffs this year within the public service. And again that whole idea of you've got to sit down and have a good look at what you're doing and what folks are doing and where they're at and how we can move some of resources around to key areas and still deliver the high quality of service that the ministries expect from us. And I don't know, Karen, if there's anything else on that.

**Ms. Aulie:** — I guess the one thing I would add is that right from 2007 when we started the consolidation process, part of our goal was really to standardize our processes, find efficiencies, and redirect our resources to higher value kinds of activities. So this has just been a continuation of that where, with the centralization of payroll, we've been able to really focus on consistent processes across government. And that will allow us to start finding efficiencies. And likewise with staffing and classification and other processes, it frees up some of our

resource base.

**Ms. Chartier:** — Thank you. In last year's estimates, I think there was the discussion about the major review of staffing and classification processes to ensure that front-line positions that provide services to the public are filled quickly. So the major review of staffing and classification processes, can you tell me how that fits into . . . Has that major review been undertaken already?

**Ms. Aulie:** — Well those are referring to the lean initiatives that we referred to earlier. So much of it was about the process improvements, but also it was about the service experience. So for staffing, as you pointed out earlier, we've reduced our staffing turnaround times to 43 days, for classification down to 70 days. We've also concentrated on having less effort on the part of a manager in going through the classification process, so it will save them time, and looking for common kinds of classification actions so that we're not making the same decisions over and over again, that we can use analysis that's common amongst similar positions.

[20:00]

**Ms. Chartier:** — Thank you. And this is just referring . . . I think, Don, you had made similar comments here this evening and last year mentioned when a position becomes vacant, we look at options for having other people take on duties, changing the way duties are performed, looking at whether functions are necessary. So I'd just like a sense to see what that looks like, particularly a few specific examples. So what does looking at, when a position becomes vacant . . . So someone has retired or someone has moved on, so the position is vacant. So how does this work then? Can you give me, sort of, where the rubber hits the road, what it looks like in terms of an example.

**Mr. Wincherauk:** — And maybe, Karen, you could talk a little bit about the reorganization within the service teams.

**Ms. Aulie:** — So again when we consolidated, we reduced the number of HR service teams from 14 to 7. And as we've had vacancies on those service teams, we continually look at the needs of the client, where the resources should be situated, if the resource should be doing something else, and therefore perhaps that function isn't as necessary any more as a different function. So every vacancy is considered very carefully as to where it's needed most in the organization. And so as efficiencies occur through some of our processes, if individuals retire, then we are able to either redirect those resources to other areas or to use them towards our attrition savings.

**Hon. Ms. Draude:** — To the member, I'll give you an example of some of the change, one example of a change that might happen. The member knows that we've been working on the non-perm pension initiative, making sure that there is people who would have a right to pensions were looked at. There's been a lot of work in the last two years to ensure that we've had people come forward and gone through a large number of files. This year we're working on the final intake of the non-perm pension. And so people that have been working on that initiative, the number of them will decrease, and so there will be opportunities in that area for people to move forward. So there will be that position will be gone, but the people will still be

available.

**Ms. Chartier:** — Thank you. Has there been any in . . . So this is the third year of the reduction of the public service. And I know you've said it's never been such an undertaking as this. And obviously as each year goes on, it probably gets a little bit tougher. The first year's maybe a little bit easier, when you have a larger number of positions to deal with, and it gets a little harder to do it by attrition as the four years roll out. Are you still anticipating that these, for example in the PSC, that these 11.2 positions will be attrition and there'll be no real job losses?

**Mr. Wincherauk:** — There is no doubt in my mind or the mind of the minister or my executive team that this will be managed through attrition. There's no doubt as we move, you know, as we've gone through the years, that this becomes harder and harder. But I think that's the important thing about the initiative, is that you sit down, you've got to think about, well what are we doing? Are there things that we can stop doing? Are there things that are critical to our organization that we have to do? And that's what we work on. So there will be no . . . We will manage that through attrition and vacancy management this year.

**Ms. Chartier:** — Thank you. All right. Many, many questions here. I know again last year one of the conversations was again, and today, the major review of staffing.

Sorry, jumping back here, the review of accounts payable process in government which has led to consolidation exercise and will create significant increased efficiencies, I think, Karen, that was your comments last year around the review of accounts payable. Can you tell me a little bit about this and what's going on here with respect to this, the consolidation exercise? Or perhaps it was you, Don. Sorry.

**Mr. Wincherauk:** — We're interchangeable sometimes. Yes, the accounts payable initiative is again . . . When you go back and you think of HR [human resources] consolidation, IT [information technology] consolidation, accounts payable initiative is very much in that line. It's back office type of thing. How can we be more efficient?

We had this occurring all across every ministry, and after a very extensive review, we concluded or took forward to the decision makers that there was an opportunity to have significant FTE savings in this, some very healthy dollar savings in this, and that at the end of the day, we would have a better accounts payable system than we had in the past.

We have moved forward with that. I think the initiative is very much on track. It may be off by a month or so, but we look forward to this. And I think we'll see significant FTE savings coming out of this, you know, and a much better system.

**Ms. Chartier:** — I think one of the things that personally is very near and dear to my heart is diversity, whether it's in this Legislative Assembly or in any particular body that should be representative of the greater citizenry. So I'm just wondering, your, I think, last year's estimates, you didn't have the 2011 numbers yet. It must have been early in April. So I'm just wondering, in terms of Aboriginal hires, people with visible

minorities, people with disabilities, women, whereabouts are we with respect to numbers in the public service?

**Hon. Ms. Draude:** — To the member, this is something that's important to me as well. In fact that was one of the things I think in my opening remarks I discussed, about the need for continuing to look at the diversity opportunities not just with the number of visible minorities, people maybe with disabilities, but opportunities to say that our government is looking at the community as a whole, knowing that they all could have input into government. So the challenge that I put forward is saying as a government, let's lead the nation in saying that this, our government, can operate, will operate with people with various opportunities that they can give to government.

I'm going to ask Karen to give us some of the numbers, but it's something that as a government, we've made some movement on it. But this is one area where I know there's always more work that can be done, and I'm really pleased that the public service as a whole is very in tune to the idea that people of the province with all abilities and opportunities can be working for government.

**Ms. Aulie:** — So last year you would've seen the end of March 2010 figures, I think. and what I have is 2011, and of course we're in the same situation now that we don't have the 2012 numbers ready for us. But I'll just maybe speak to each of the categories.

So for Aboriginal persons we actually increased to 12 per cent. And we've been doing lots of work with the Aboriginal Government Employees' Network to ensure that their programming is really aligned with their needs but also to help make us a better employer. So to that end, the coordinator for AGEN [Aboriginal Government Employees' Network] is actually part of the Public Service Commission's recruitment talent development branch. So that's a significant advantage to make sure that our programming is being a bit more strategic.

For persons with disabilities, we're holding at 3 per cent, which you would have seen for last year as well. And for visible minorities, we're at 3.7 per cent. And then for women in management, we're running at around 40 per cent across the band of senior managers and middle managers. And an area that typically isn't considered a diversity group but that we really think is a group to pay some attention to is our youth area, and we're up to 13.8 per cent representation for youth. And we know that we've made significant progress this year since the end of last fiscal year in that area, so we're looking forward to higher numbers yet.

**Ms. Chartier:** — And youth is 30 and under, is that correct? Okay. So Aboriginal, I have it somewhere here, but comparatively, you said you're at 12 per cent now, up from 2010, which would have been 11.8 per cent to 12 per cent, so up point two.

**Ms. Aulie:** — Right.

**Ms. Chartier:** — Disabilities, you're holding at 3 per cent. Visible minorities at 3.7, up from . . .

**Ms. Aulie:** — From 3.6 last year.

**Ms. Chartier:** — And women in management, you said both senior managers. Do you have the senior managers and middle management broken out?

**Ms. Aulie:** — Yes. And they're both up. Senior management is 40 per cent and middle management is 39, up from 37.6 and 39.3 last year.

**Ms. Chartier:** — And youth is at 13.8 and it's up from . . .

**Ms. Aulie:** — Up from 12.8.

**Ms. Chartier:** — Can you give me some context here? Again I haven't looked at previous years, but for example with Aboriginal employees, a point two per cent increase. And I'm not being snarky here. I just don't have any comparative data other than what we've got here, that 11.8 to 12 per cent. What does that point two per cent represent in terms of real numbers? And is that, obviously an increase is something to celebrate, but is a point two per cent increase something to really celebrate?

**Ms. Aulie:** — We believe it is, given that, you know, in a booming economy there's lots of competition for these individuals to consider, and so keeping our trends going upwards is a very good sign.

The other thing that we've noticed that's really important is that we're starting to see that representation in more broad occupational groups. So it's not just entry level. We're starting to see promotions throughout the public service, so that's very encouraging.

**Hon. Ms. Draude:** — I'd also like to let the member know about some of the . . . The number of women in the public service is some of the information that I think is important. Hiring of women in permanent, full-time positions: in 2007-08 it was 55.9 per cent; in '11-12 it's 61.3 per cent. Women overall across government represent more than half of the workforce. In 2007 it was 54 per cent, and in 2011 it's 57 per cent. Number of women in assistant and associate deputy minister position: in 2007 it was 30.8 per cent, and in 2011 it was 31.7 per cent. Number of women in executive director positions across government: in 2007 it was 39.3 per cent; in 2011 it was 47.8 per cent. And the number of women in all senior positions: in 2007 it was 38.1 per cent; in 2011 it was 42.6 per cent.

So the member noted that point two wasn't a large amount. Well maybe not, but it is an increase, and given the opportunities that we have, as Karen said, across government, I believe that we are making progress and it's something that's important to us as government and it's important to me as the minister.

**Ms. Chartier:** — Thank you. I know again . . . This is before my time, but I know that there was a program that was cut in the Public Service Commission. Forgive my good but short memory. But you've talked about the networks; you've referred to the networks. Can you tell me about your strategy around ensuring that we have a representative workforce?

**Ms. Aulie:** — So one thing that we are aware of is that best

practice organizations often use networks as a method of recruitment and retention of individuals, particularly in diversity groups, that support for those employees is really critical. So to that end, I mentioned the Aboriginal Government Employees' Network, which is employees from executive government and also the Crowns that come together as part of this network. They experience learning opportunities, networking opportunities, but also provide great advice to government about what we can do to be a better employer. And so that's been a great partnership that's been ongoing for quite a number of years.

We also have the Saskatchewan visible minorities association, which is . . . well the name speaks for itself, but again it's executive government and the Crowns. And they've been a great support network for particularly immigrants that are new to Canada and that are coming into a workplace to provide them resources that they, they have available to them in the community. And then we have just launched a disabilities network, and that's a group of disabled employees that are coming together on a completely voluntary basis to get this support network going. And so we have had some great dialogue with them already. And then we have a youth network called Interconnect and so that's to encourage our youth to come together and again programming for them, networking opportunities, and access to senior leaders.

**Ms. Chartier:** — Thank you. And, Madam Minister, you gave me some good numbers around women and some of the changes. But just in terms of the context for Aboriginal employees, and we talked about 11.8 to 12 per cent Aboriginal employees, those with disabilities, and visible minorities. Do you have some data around, say, the last five years of where that's come, where that's moved from?

**Hon. Ms. Draude:** — To the member, I don't have the data available to me. I'm going to ask Karen to read it. We do keep the information. It is important to us to have it and the goal is to ensure that we have a steady increase in the number of people that are represented in our, through our workforce. So Karen, if you can give the specific numbers.

[20:15]

**Ms. Aulie:** — So I actually have a figure going back to 1992 but I'll start with March of 2007. With Aboriginal persons, we were at 11.2 per cent; persons with disabilities, 3.5; visible minorities, 3.1; and women in management, 39 per cent, and middle management, 34 per cent.

**Ms. Chartier:** — Do you have '08?

**Ms. Aulie:** — Yes, I do.

**Ms. Chartier:** — That would be great.

**Ms. Aulie:** — Okay. So Aboriginal persons, 11.4; disabilities, 3.3; visible minorities, 3.3; women in senior management, 40.2, and middle management, 35.0.

**Ms. Chartier:** — How about '09? How about we do '09 and '10 while we're at it?

**Ms. Aulie:** — Okay. So Aboriginal persons, 11.6; disabilities, 3.1; visible minorities, 3.5; women in senior management, 40.1, and middle management, 37.5.

And then I think you had 2010.

**Ms. Chartier:** — That's right. So of course I don't have 2010 in front of me right this moment. So 2010 was, 2010 then . . .

**Ms. Aulie:** — Aboriginal persons, 11.8.

**Ms. Chartier:** — Okay. Yes.

**Ms. Aulie:** — Disabilities, 3.1; visible minorities, 3.6; senior management, 37.6, and women in middle management, 39.3.

**Ms. Chartier:** — So just reflecting back to '07, we've had about a point six per cent increase for First Nations and Métis people. Obviously we have a huge opportunity. There's some huge challenges, but huge opportunities, with our First Nations and Métis citizens here and I know, Karen, that you referred to a competitive environment but I have some concerns that it's not the competitive environment that's keeping people out of the workforce. As the Public Service Commission and as the minister, are you satisfied with a point six increase since, over the last five years?

**Hon. Ms. Draude:** — I indicated in my opening remarks that this is one of the areas where I do believe that we need to do more. We have had an increase. It's not enough but I can assure the member it's something that's important to us as government and I know she's heard the Minister of Education discussing the number of First Nations and Métis individuals who are employed in the workforce. And I also know that there is huge opportunities for Aboriginal individuals in the private sector as well. So we are looking at the opportunities in the big picture.

Our goal is to make sure that the employment numbers increase. As government I would like to get a bigger share, and we'll continue to work to ensure that having a representative workforce is the goal all ministries should aspire to. But at the same time, making sure that people have the job that they're happy with and knowing that is an important part for us as well. Yes, it's something that's important to me and it's something we'll continue to work on.

**Ms. Chartier:** — Thank you. I'm just wondering with that in mind here, so we've again talked about the networks, is there any other thought or strategy about how we could improve those numbers? For example, disabilities we're down point four per cent. So across the piece when it comes to more representative workforce, any other thoughts or ideas around strategy for ensuring that we are in fact, have a representative workforce?

**Hon. Ms. Draude:** — To the member, that's a very good question. Again it's a comment that I made at the beginning, saying that I have challenged the Public Service Commission to ensure that minority groups, First Nations and Métis people, women, people with disabilities, will have as many opportunities as possible. I am looking forward to discussions with them as we go forward with the Public Service Commission, as we go forward to see what other ideas we can

come up with.

The youth mentorship program and their ideas that they may have is something that will be important to me as well. I'm always impressed with discussions with the people that we have in government when it comes to ideas of how to do things differently and improve on some of the work that we're doing. They are never at a loss for ideas. And our goal and our challenge is to make sure that as we work through public sector bargaining and that type of initiatives that are also very important to us, that we can fill, that we can have the representative workforce in our province, that we can be a leader in that area as well. It's the kind of goal that I believe not just myself as the minister, but our government, would aspire to.

**Mr. Wincherauk:** — Just a comment on that. I think our track record over the last three years when it comes to women and youth has been very positive. And I think we're working very hard on developing our plans and strategies and making sure that as our organization moves forward, we're keeping our minister updated and we're keeping the deputies updated. So you know, I think we've shown a fair bit of success over the past two years and we'll continue with that.

**Ms. Chartier:** — Thank you. I know, Madam Minister, you've said you've challenged the Public Service Commission to come up with ideas and talk about the mentorship program, which is hopefully some really fabulous things will come out of that. And Don, you've just talked about plans and strategies. Has there been anything that's emerged? Again, you have these networks, but is there anything more concrete on the horizon to do better on this front?

**Hon. Ms. Draude:** — I have indicated that is something that's important to us, and talking to youth is important to me as well. We've had the opportunity to talk to my colleague in Advanced Education about his work to ensure that the First Nations education . . . and individuals who may be looking for jobs will look at government as well. We have more work to do in that area.

And the strategies that need to be brought forward are always being developed. But I think a lot of this information is something that people need to know the government are looking for them. The First Nations need to know that we as government need them in the workforce as well.

So I know that Shelley has some ideas and has been working on it as well, but I think that the signal our government needs to send and has been sending and will continue to send is that to have the representative workforce is important to us. Shelley.

**Ms. Whitehead:** — I'd just add that of course our economy is doing very well, and jobs are being created across the province. And you know, this is all good news, but with that comes some labour supply challenges. And we're not alone in that, as an employer across the province. There is a shifting environment here, as rather than people competing for jobs, employers — including ourselves — are increasingly competing for workers. And as well, we have an environment where we will see significant retirements coming in the near future, and so we see that there's going to be greater opportunity for people,

including people with disabilities, minority groups, and our First Nations and Métis populations.

So we need to make sure that we are a competitive employer as we move forward, that folks have interesting and challenging work and see work in the public service as, you know, interesting and challenging, that we've got a good supportive work environment and working conditions, that people have opportunities for personal and professional growth, and that they have support within their work environment. And I think this is related to what we were discussing earlier when we were talking about employee engagement in the workplace and the value that that provides.

**Ms. Chartier:** — Thank you. I think you bring up a good point again with obviously baby boomers will be set to retire pretty quick here. It will be big turnovers. Obviously we see schools like the Johnson-Shoyama school pop up and other schools across Canada getting ready to train and prepare the new civil service. I just want some, would love some thoughts or perspective around your data going forward for the public service here in Saskatchewan around retirements. What are we anticipating in the upcoming years?

**Hon. Ms. Draude:** — As Karen and Shelley look for the information, I know that there is a number of us who are in that role who are the baby boomers, and then that's going to be an issue not just for government but for the private sector as well. We know that there's the goal to have the public service seen as a great place to be working as also competing against the private sector. So our perspective, competing, looking for employees is not just with the private sector, but across the provinces as well.

**Ms. Whitehead:** — Well on an annual basis, retirements are definitely increasing already, and we anticipate the peak will occur in 2014-15 when we'll have close to 500 retirements. We are expecting 21 per cent of our workforce to retire by 2014-15, and so we're going to see a continued increase in annual retirements for some time to come.

**Ms. Chartier:** — Thank you. And can you tell me a little bit about your strategy with, obviously, mentorship? Is part of that making sure that we've got young people engaged and interested? Any other . . . and obviously you're scaling back public service, so that you've talked about attrition and that. What are some of the other ways in which you hope and plan to deal with this many folks retiring?

**Hon. Ms. Draude:** — Thank you. I think the . . . [inaudible] . . . We have the opportunity through our workforce adjustment strategy to ensure that we are working smarter, more efficiently, more effectively with the people that we have in part of the public service. I'm absolutely delighted with the work that's gone, that's happened so far. And I know that as we move forward there will be people retiring, but there also is opportunities to do things differently in government. And that's what we're trying to do through the Public Service Commission and right across the ministries is to see what we can be doing to avoid duplication, to work more efficiently, to ensure that the dollars that we spend, that are entrusted to us by the public to spend on programs and services, is spent wisely.

There is a huge opportunity, and Saskatchewan is leading when it comes to the work that we're doing through lean and through new initiatives like the accounts payable and ITO and that type of thing, where employees that we have in government are excited about the work that they're doing. They're glad to come to work in the morning and know that they're making a difference for the people of the province.

**Ms. Whitehead:** — We have a number of initiatives under way, including the engagement of our middle managers, the mentorship program which we've discussed, the executive development and policy training that occurs through our partnership with Johnson-Shoyama Graduate School. We are monitoring our workforce very closely at the ministry level and across ministries. Karen's already talked about staffing and the employee networks, and we've discussed to some degree performance management. One of the big things that is under way right now is work we're doing on talent development.

**Ms. Aulie:** — Yes, this year for the first year all ministries were required to do a very detailed workforce plan. And so in workforce planning you're really trying to identify your future needs based on your business strategy and then assess whether you have the workforce in place to deliver on those needs. And of course it's really important in an environment like this where we know there will be gaps.

So we now have the data to start looking at those gaps. And some of them are ones we knew about, particularly in our senior leadership areas, where the demographics of that group of course are, you know, higher than some of the other groups. And so starting to do some really concerted work around mapping our talent, identifying those that are ready to move into those roles in the future, targeting our development towards specific competencies that are required for those roles, and then looking at the rest of the organization for occupational hot spots and geographic hot spots that are starting to emerge with the economy being strong. So the workforce plans are really a foundational piece to identifying those future needs and then addressing them.

[20:30]

**Ms. Chartier:** — Thank you. Just going back to estimates last year, again around the 15 per cent reduction, so just bear with me here. So all ministries were asked to develop a four-year plan, and I understand that each department has to put together a plan for each of the four fiscal years. And then it's brought to an oversight committee of deputy ministers, and then that oversight committee reviews the plans to see if it's feasible and what risks are with each plan. And then it's either given approval or sent back for more information and monitored on a quarterly basis. So the piece that I'm . . . the two pieces I'm interested in is when that comes, when the plans come before the oversight committee, what would you consider some of the risks with the plans? Can you tell me a little bit about what would fall under the category of risk?

**Mr. Wincherauk:** — Well when ministries bring their plans forward to the workforce adjustment committee, we ask them to lay out the plan, what they've achieved, where they're going, and what would be those risks. And some of those risks are exactly what Shelley was talking about a few seconds ago: well

do you have a succession plan, or if it's in Highways, are we going to be able to attract those engineers that we need? So those are part of the risks. And then bottom line is that, is there anything within that plan that would have a significant impact on the service you deliver to the citizens? You know, so that's basically what it's about.

**Ms. Chartier:** — And I understand from estimates last year then, this is monitored on a quarterly basis?

**Mr. Wincherauk:** — That's correct. What we do is, I think in the case of last year, we had the ministries come in, present to the deputies committee, and then I think it was later on, either in the fall or late summer, where they came back and updated us on it. Then it gets rolled into the budget information for Treasury Board's review and then on to cabinet for their review.

**Ms. Chartier:** — So what measures are being used in monitoring whether or not the plan to scale back the workforce is, I don't know if I'd . . . successful, I guess, or doing what it is that you need it to do? What measures are being used in that monitoring process?

**Mr. Wincherauk:** — That's an interesting question. I guess the objective is a 15 per cent reduction within the size of the public service. I believe we're at 10 per cent after three years. So we're pretty much on track to do that. Again I would think that we have achieved that with very few layoffs over the three years and that is something that, you know, the collective agreement that we have has job security in it and that was fundamental to where we wanted to go with that package.

**Hon. Ms. Draude:** — Thank you to the member. Part of the workforce adjustment strategy when the Premier committed to a smaller government was to ensure that we could meet our target but also to make sure that we had little impact to the core services that government is providing. And we knew that back-to-back reductions hadn't happened in governments. We've had lots of cases of seeing huge layoffs on budget days, but over time we'd seen the people were rehired. And that wasn't our goal. Our goal is to make sure that we didn't affect services to the people of the province.

We had, it wasn't too long ago, we had an election. Afterwards I asked my colleagues if the impact of changes to the number of employees in the public service is something that was brought to anybody's attention. Were they seeing that the people believe there was an impact on what government was doing for them? Nobody told me that it was talked about at the doorstep. I think that's an important issue. The other part of it is to ensure that the number of complaint calls hasn't changed. But for me an important issue is things like the front-line workers that we need in Social Services. We have 85 new employees when it comes to child protection workers. When there is an area that needs to have an increase, we're not saying, no we can't do that because it's not part of our workforce adjustment. We have to ensure that what we do as government for the people of the province is providing what they need from government, but we have to also make sure that we can look at changing processes, changing the way we've done business to ensure that the things are streamlined, efficient, and effective.

**Ms. Chartier:** — Thank you, Madam Minister. I can't help . . .

but when you referenced the election and the fact that nobody on the doorstep heard that were issues with public services, I have to say, on the doorstep, that nobody raised the issue of needing three more politicians. So I don't know if that isn't necessarily a fair measure to say, well nobody said that they felt that there was an impact to core services.

**Hon. Ms. Draude:** — Now probably the member doesn't want to go there because then we'd have to talk about the impact to people when there was . . . nobody said on the doorstep they were going to close 55 hospitals, and nobody said on the doorstep they were going to tear up contracts for GRIP [gross revenue insurance program], and nobody said on the doorstep that there was other initiatives. So I think what I had said is that we weren't affecting the core services to the people of the province. That's my goal and that's our government's goal is to make sure that the people of the province have the services that they need and they deserve in a growing economy, that they can be confident that the government will meet their needs and on the basis that . . . on a daily basis, and continue to provide efficient and effective government.

**Ms. Chartier:** — It is 2012 and the issue at hand is a smaller public service. You've said your Premier has committed to smaller governments. I would argue that three more MLAs [Member of the Legislative Assembly] is not in fact smaller government. Around the point . . . again, just going back. So the objective . . . I know, Don, you were talking about the objective of being a 15 per cent reduction.

I asked about monitoring or what were the measures you were using to evaluate. And we've got the measurements that we were at 10 per cent in three years but . . . and the minister talks about, well I know that there's not been impact in services because people didn't tell us that. But I want to know what are the concrete measures that are being utilized to find out if public services are being impacted. I can tell you in my own constituency office of Saskatoon Riversdale, you might have 85 new people in child protection, but income support. I can tell you the struggles that we face as MLAs trying to make sure that our . . . people who live in our constituencies have services and it's incredibly difficult for us to get calls returned. So I would argue that there perhaps has been impact to front-line services delivery.

**Ms. Aulie:** — So I'll maybe give you a sense . . . We were able to track looking back at the first two years of workforce adjustment where the reductions were actually made. And so in the first year of the reductions, 23 per cent of the reductions came from attrition on front-line services, whereas the rest were from back office support, managerial kinds of roles, and reduced utilization, so being able to sort of cut back on the number of part-time or labour service workers that were required to do certain types of work. Last year the impact on front line was even less, it was 3 per cent. And again through attrition, no layoffs at the front line at all. And 73 per cent of the reductions were actually through streamlining back office, managerial and support kinds of roles. So it gives you a bit of a sense of the types of reductions.

**Ms. Chartier:** — When you talk about back office, I actually had the privilege of working for the provincial government in the work and family unit as a front-line service provider, and I



can tell you that back office support was absolutely imperative and contributed to the work that I was able to do and my colleagues were able to do that . . . So I'm curious what would you define as back office support and how that wouldn't have an impact on what those on the front lines are doing?

**Ms. Aulie:** — Well that's where we really find that our lean initiatives are really critical because they help us to streamline processes so they require less administrative handling. So again I'll take you back to the staffing example where we had all sorts of ways of initiating a staffing process. And in some ministries, multiple people were filling out forms over and over again. We've implemented a use of technology where we can do direct entry into our staffing system so it's a single point of entry, one touch, no duplication of effort in data entry. And so in those kinds of areas we have been able to capture some of our attrition because the processes are much more simplified.

**Ms. Chartier:** — Have you been involved . . . This is just, this may or may not be something for this committee and for estimates here tonight. Have you been involved in the lean initiatives across the piece then throughout . . . I'm curious. The lean initiative sounds very good. Again, what I do know is that getting input from people who are providing services is a very good thing to do. I'm a big believer that the people who are providing the services know what they're doing and we need to listen to them more frequently. But I think about in education around child care. Did you have anything to . . . Has child care implemented any lean initiatives yet?

**Mr. Wincherauk:** — Shelley's going to come up and talk a little bit about those, but I know within I think the nine lean initiatives we've had within the Public Service Commission, I've had I think about it's 135 staff have attended those and we've invited 40 staff from other ministries to participate in this. It's very important, when you drive a lean initiative, that you're actually talking to the customer to find out how they feel about what you're doing. But Shelley? Minister? Maybe there's a few things?

**Hon. Ms. Draude:** — Thank you to the member. As Public Service Commission, we are responsible or we implement lean, but the individual ministries will determine which initiatives they're going to be looking at. Some processes maybe shouldn't be leaned at all. Maybe they shouldn't. Maybe they don't have to be changed. Maybe some shouldn't be there. We leave it up to the individual ministry. So the questions that, when it comes to child care initiatives and leaning should be talked about through Education.

**Ms. Chartier:** — How about Social Services, since you . . . I'm actually thinking specifically around the child care subsidy. Has that been part of a lean initiative yet?

**Hon. Ms. Draude:** — I'm going to have to look on that. And when we come up in Social Services — and I know we have a number of hours coming up and we'll have a time to discuss that — and I will be ready for that question at that time.

**Ms. Chartier:** — Lots of time to spend together, definitely.

I'm going to actually go directly to the budget here, some concrete numbers here. Well actually, you know what? One

more question here. So Don, you talked about the customer. And I am a believer that . . . I believe that we're citizens and I think people provide, public servants provide services to citizens, not customers.

And one of the things that you had mentioned was needing feedback from customers, or as I would like to call them, citizens. What kinds of feedback are you getting from the general public in terms of . . . So I guess that would be another measure. Is there a measure in place around how the public is responding to service delivery? I know we talked about the doorstep and no one hearing it, lack of public services on the doorstep, but is there some kind of measurement?

**Mr. Wincherauk:** — And Shelley can talk to this a little bit more but I think one of the key things about lean is that everything you do, you should be able to measure, and you should be able to show the results and where you're going with that. Now that's not always the case with some of the things that were done because we're still learning about this. But that's a critical part.

And I look at something like the Department of Energy where they've done some of their lean events, where they've managed to turn around days from — and, you know, Shelley can correct me on this — but I think it was we were at around 40 days, and now we have it down to one or two. Well that's a significant impact on the oil industry when it comes to drilling because time is money for them, and our drilling season is a short one.

So that's an example, and I think there are several other cases that we could talk about where the number of forms we've had, we've eliminated, making it easier. When we look at some of the things we've done with staffing and classification, write the job descriptions, how we've managed to shorten those, so that's easier for our managers to get those jobs posted.

So I think when we did an extensive one with the summer student program. We were going to the market in February for those students. We did the value stream mapping and then said, you know, the ministries out there, there are supports that you've got to get out there, and you've got to get those young people sooner. So we bumped it to November. And then next year we're going to move it to September, you know, because that is good not only for us, but it's really good for the students because then the students know, you know, they have a job. And so those are some of the things we've worked on.

Shelley, you have some other things there?

[20:45]

**Ms. Whitehead:** — Well you mentioned Energy and Resources, and that's a 98 per cent reduction in overall application processing time from 41 to one day, 41 days to one day. You know, across the system when you look at the lean projects, it is reduced turnaround time to the customer; increased processing time, again, that impacts on turnaround time; reduction in numbers of forms that people have to fill out for different kinds of programs or services; improvements in the time it takes to process payments in different programs. Those are examples.

**Ms. Chartier:** — Do you have a number for how many lean initiative projects have gone ahead here?

**Ms. Whitehead:** — 106.

**Ms. Chartier:** — 106. And obviously some are more impactful than others. I know again in TPCS [Tourism, Parks, Culture and Sport], the tax credit lean initiative actually had meant really very little to next to nothing to people in the film and television industry, if you talk to people in the industry. But I'm sure that there are, I'm sure that they're . . . Obviously moving in Energy and Resources from 41 to one day, that's a big difference. I'm curious about that one in Energy and Resources, moving from 41 days to one day. How did that happen?

**Ms. Whitehead:** — If you want the details in terms of that particular initiative, you should address that to Energy and Resources when they come through.

**Ms. Chartier:** — Okay. Fair enough. We've got the Energy and Resources critic here, so she'll make sure we talk about that then.

Well with respect to specific details around the budget . . . I see running short on time here. So you are expecting . . . We'll start with central management and services. So you see an increase in executive management, just a small increase?

**Mr. Pestill:** — Hi. I'm Mike Pestill. The increase in executive services is just purely salary increases.

**Ms. Chartier:** — Okay. Well that was easy. In central services, I see that there's an increase from 1,731 to 1,825.

**Mr. Pestill:** — Yes. 8,000 of that is for salary increases, 107,000 of that is a realignment for actual IT costs, and then there's a slight reduction for a workforce adjustment.

**Ms. Chartier:** — Can you tell what realignment for IT costs means?

**Mr. Pestill:** — Yes. To more accurately reflect the true costs of IT to support our desktops and those type of things.

**Ms. Chartier:** — Thank you. And there's no change in accommodation services, so that's lease agreements and those kinds of things?

**Mr. Pestill:** — Yes.

**Ms. Chartier:** — So there's . . .

**Mr. Pestill:** — No change in the budget.

**Ms. Chartier:** — Okay. In terms of obviously under the employee service centre, salaries are going down and goods and services are going up. Can you tell me a little bit about that?

**Mr. Pestill:** — Yes. In terms of salaries, there is a \$71,000 increase for increase in salaries, and then that's offset by a \$434,000 decrease due to workforce reduction.

**Ms. Chartier:** — Sorry. Would you mind repeating that one

more time here for me? I'm a little slow in my note taking.

**Mr. Pestill:** — Sorry. It's 71,000 is a salary increase, and that's offset by 434,000 in workforce reduction.

**Ms. Chartier:** — Okay. So do you see the goods and services going up then?

**Mr. Pestill:** — Yes. The 285,000 of that is a correction of a prior year budget error. There were some amounts that were transferred to the ITO in excess of what should have been. So we transferred 285,000 of that back.

**Ms. Chartier:** — Okay. Thank you. Human resources and employee relations, we see salaries going down. Can you tell me about that?

**Mr. Pestill:** — Yes. The majority of that is an internal transfer between the HR client services and support and corporate HR management of 160,000.

**Ms. Chartier:** — Okay. And can you tell me what transfers for public services means? I see that it's staying the same but . . .

**Mr. Pestill:** — For 250,000?

**Ms. Chartier:** — Yes. And what exactly is transfers for public services?

**Mr. Pestill:** — That's the transfer amount to the Johnson-Shoyama Graduate School of Public Policy that was referred to earlier in the programs we run through there.

**Ms. Chartier:** — Okay. So that would be the executive. I've forgotten the name. Good memory but it's short. The executive management program. And are we contracting Johnson-Shoyama basically then? Is that . . . So we're paying them \$250,000. What does that involve?

**Ms. Aulie:** — We contract with them each year and then we work together with them to design programming that meets the needs of our executive development strategy as well as public policy development, teaching people how to do public policy development. So each year, the priority is a little bit different but they're established through our work with the deputy ministers and the talent management strategy that I talked about earlier.

**Ms. Chartier:** — So just a little bit more. I would love just a little bit more meat on those bones of what that looks that.

**Ms. Aulie:** — So every year, the Johnson-Shoyama school will offer sessions that we help them to design. So this year, for example, we've had sessions on the basics of policy development, strategic policy development, horizontal relationships. We have our internship program through the Johnson-Shoyama school and recently a session on the importance of a good organizational culture where the deputies and the assistant deputies have participated. We've had a few executive briefings on a variety of current topics and so it's really a matter of almost developing a calendar of events each year and making sure that they meet our needs for development.

**Ms. Chartier:** — So they're teaching classes or workshops basically then. Okay. Very good. Thank you. And are human resource client services and support . . . I see that salaries are going up, goods and services are going up. So can you tell me a little bit about those budget increases?

**Mr. Pestill:** — Sure. The salaries are increasing partly due to the \$160,000 that was transferred from corporate HR management. And we also had an additional \$135,000 in salary increases.

**Ms. Chartier:** — How many positions is that? Or how many . . . yes, I guess full-time equivalent positions does that 135 represent?

**Mr. Pestill:** — 171.9.

**Ms. Chartier:** — 171.9. Okay. All right. We obviously see a small contract in here for the Johnson-Shoyama school. Are there any other contracts? Is there any other contracting out that's going on in PSC that, aside from . . . well actually not aside from . . . Just are there any other contracts that wouldn't be reflected in a budget line specifically but would be reflected in the overall dollars? Does PSC do contracting out at all of services?

**Mr. Pestill:** — For instance in our EFAP [employee and family assistance program] program, where we have two individuals who provide support to employee family assistance program, they will often contract with outside individuals to assist them, you know, when it comes to dealing in that area. Karen, maybe you can touch base on that.

**Ms. Aulie:** — Yes. Our employee and family assistance program is basically a referral service, so our staff would meet with the individuals, and try to determine what best services would meet their needs. And then we contract with those service providers to have those services met. The billing for the actual contract with services goes back to the ministry where the employee works. So we are a broker of the services.

**Ms. Chartier:** — So a small percentage of that brokerage, where would that be reflected in the budget?

**Ms. Aulie:** — The only costs that we would actually pay for ourselves would be for employee assistance for our own employees.

**Ms. Chartier:** — Okay. Okay. Is there any other contracting that goes on at PSC?

**Mr. Wincherauk:** — [Inaudible] . . . We do have a lean consultant who has supported us throughout the whole lean initiative. And then, you know, when we're doing work in and around compensation, we hire outside firms to assist us in that.

**Ms. Chartier:** — Okay. Is the lean consultant still in place?

**Mr. Wincherauk:** — We put out an RFP on that a couple of weeks ago, and we're reviewing that right now. I think it closed a week or so ago. So that's under review right now. But we'll have a lean consultant to assist us over the next phase.

**Ms. Chartier:** — Okay. So you had one for the initial phase? For what kind of time frame was this individual in place?

**Mr. Wincherauk:** — That ended as of March 31st of this year, but that consultant was with us right from day one.

**Ms. Chartier:** — So 2010?

**Mr. Wincherauk:** — That's correct.

**Ms. Chartier:** — Okay. And how much was that individual's salary?

**Mr. Wincherauk:** — You got me there.

**Ms. Chartier:** — Or not salary, contract I guess?

**Mr. Wincherauk:** — For year one it was \$1 million, and for year two it was \$410,000.

**Ms. Chartier:** — What are you expecting this individual year, the second phase? Obviously you've got a request for proposal out. What are you anticipating this might cost?

**Mr. Wincherauk:** — That's a little premature right at the moment just because we do have the RFP. We have to go through the analysis of it.

**Ms. Chartier:** — And when are you expecting the . . . when are they . . . Have they already been received?

**Mr. Wincherauk:** — Yes.

**Ms. Chartier:** — And when will . . . I'm have trouble speaking here at 9 o'clock at night. When will you be making a decision on that?

**Mr. Wincherauk:** — We hope to have a decision by the end of April or early May in that time frame.

**Ms. Chartier:** — Will it be a two-year contract or annual?

**Mr. Wincherauk:** — I believe that, you know, most of our contracts, we always have the option to extend for a second year.

**Ms. Chartier:** — Okay. Okay. I think I will yield the floor to my colleague from Saskatoon Nutana who has a question or two.

**Ms. Sproule:** — Thank you very much. Just a very quick question here. I was interested in your response to Ms. Chartier's questions about the impact of the lean program. And I have some information from one of my constituents who actually works on the front line. And she said that one of the negative impacts of the lean program is that no permanent jobs are being posted now in her work area, and as a result, staff are leaving because they don't want to stay in permanent positions and also just some of the workloads that they're doing. She's one of the ones that does the typing for the social workers, and now the social workers are doing their own typing, and she's said that's creating extra issues in the workforce where she's working.

So I'm just wondering. I think those are the kinds of things you were wondering about in terms of the negative impact of the leaning, and this is from a front-line worker who has expressed this to me several times. So has any analysis been done on, sort of, losing good staff because no permanent jobs are being posted?

**Ms. Aulie:** — There actually hasn't been a downward trend in permanent staffing. We've had pretty consistent staffing numbers over the years, and this year is no exception. We use term staff in ministries where the opportunities are short-term in each or backfilling behind employees who are on maternity leave or some kind of leave. So the trend that you may have observed around term staffing really isn't related to lean itself.

**Hon. Ms. Draude:** — To comment as well, I'm sure that what the member says is right. She's had somebody has brought that forward to her. But I also look at the number of people who have commented to us and have written to the ministry or talked to us about the work that happened because of lean. I have a Ministry of Labour Relations and Workplace Safety employee said, when I first heard I was going to be involved in a lean project, I was hesitant because I thought lean meant finding ways to cut jobs. Once I learned more about lean, I saw first-hand that it's not at all about cutting jobs, but about finding ways to work more effectively to serve our clients.

The Ministry of Education employee said, there's so many things that we do just because we've always done it that way. It's an opportunity to do things differently. And the enthusiasm that they were receiving from employees is something that I'm proud of, and I think the government should be proud of.

I also think it's important that the members opposite know that for a return on investment for lean is \$6 for every \$1 invested. And that is the type of thing that I think it's important that people realize that this is an investment in the future, an investment in making sure that Saskatchewan continues to be the place where people want to move to and stay.

**Ms. Chartier:** — Thank you.

[21:00]

**The Chair:** — At 9 o'clock we have consideration of other estimates. I don't know. Does the committee want to bring this back or would they want to vote it off?

**Ms. Sproule:** — Thank you very much, Mr. Chair. Our understanding is that there is only two hours allocated to us for this particular vote, so I think at this point it would be appropriate to vote it off. Thank you.

**The Chair:** — We'll carry on then, just bear with us for half a minute. We are just getting the resolution. I would also like to thank the officials and the minister for the questions and the answers provided. I think they were very good. And I thank the members for the questions that they asked. I think they were very insightful, and anybody listening would have gathered quite a bit of information tonight. If you want to thank the officials . . .

**Hon. Ms. Draude:** — Thank you very much. To the members

opposite, thank you for the questions. I do appreciate it. And I would like to reiterate what the Chair said, that there is a lot of information that was given to the public tonight. And I hope that the people that are watching and the people that work for government, work with government know that we appreciate the work that they're doing, that I believe that the direction they're heading in is because of their desire to make sure that we are operating in the best interest of the people of the province.

I'm very proud of the people that work with us in the Public Service Commission. They are a group of people that are dedicated to the province, and I can't underline enough how much work that I believe that they do and go unnoticed a lot of times. It's not the type of career that I hear most people say that they want to do is go into the public service, and that's probably too bad. Because in a growing province with the opportunities that we have, we are leading the nation in so many ways, and we need good people working in government to do that. So I thank them for their dedication. The people that are working with us in the Public Service Commission, working with me, I can't thank them enough for their hard work and their dedication. They are full of ideas and enthusiasm, and they bring forward a lot of ideas and absolutely dedicated to their jobs and to the people of the province.

I thank my colleagues for their work, and I thank you for the good questions you asked tonight. I think that it's insightful that we're on the same page when it comes to the services that we provide to the people in the province, and we have a good group of people with us. Thank you to you and to everyone.

**The Chair:** — Ms. Chartier.

**Ms. Chartier:** — Thank you to the minister for her answers to questions tonight and especially a huge thank you to all the staff, to Don, Karen, Shelley, and I'm really . . . good memory, but it's short. For everybody's names that I'm forgetting here, thank you so much.

Again I'm a huge believer in public service, whether it's as an elected representative or behind the scenes as a bureaucrat. In fact that would have been me in another life. I'm a huge believer in the professional public service, and I really appreciate all the work that you do so thank you. And thank you for your answers to my questions and bearing with the MLA who has a new critic portfolio and is slowly learning it. So thank you very much.

**The Chair:** — Thank you. I guess on completion of questions and answers, we can do the vote: vote 33, the Public Service Commission. We'll start with central management and services, subvote (PS01), the amount of 4,463,000. Is that agreed?

**Some Hon. Members:** — Agreed.

**The Chair:** — Carried. The employee service centre, subvote (PS06), the amount of 14,507,000, is that agreed?

**Some Hon. Members:** — Agreed.

**The Chair:** — Carried. Corporate human resources and employee relations, subvote (PS04), the amount of 3,350,000, is

that agreed?

**Some Hon. Members:** — Agreed.

**The Chair:** — Carried. Human resource client services and support, subvote (PS03) in the amount of 14,721,000, is that agreed?

**Some Hon. Members:** — Agreed.

**The Chair:** — Carried. Human resource service . . . sorry. Amortization of capital assets in the amount of 1,500,000. This is for informational purposes only. There is a no vote needed.

The Public Service Commission, vote 33: 37,041,000. I will ask a member to move the following resolution:

Resolved that there be granted to Her Majesty for the 12 months ending March 31st, 2013, the following sums for the Public Service Commission, the amount of 37,041,000.

Ms. Wilson.

**Ms. Wilson:** — Thank you, Mr. Chair. I so move.

**The Chair:** — So moved. Is that motion carried?

**Some Hon. Members:** — Agreed.

**The Chair:** — Agreed. Completion of the votes for the Public Service Commission. I'll thank everybody for coming for this committee. We'll have a short couple of minute recess while we get ready for the next witnesses.

[The committee recessed for a period of time.]

**General Revenue Fund  
Government Services  
Vote 13**

**Subvote (GS01)**

**The Chair:** — Committee has now come back from a recess, and we will be the consideration of estimates for the Ministry of Government Services. I would ask Minister Ross to introduce her officials, and if she has any opening remarks, to make them at this time.

**Hon. Ms. Ross:** — Thank you very much. Yes, I would like to introduce Mr. Ron Dedman, the deputy minister of Government Services. And beside me I also have Shelley Reddekopp, acting assistant deputy minister, corporate support branch. Behind me I have Al Mullen, assistant deputy minister, asset management branch; Richard Murray, assistant deputy minister, facility management branch; and Greg Lusk, executive director of commercial services.

I thank them for appearing with me before the committee to help answer any questions about the ministry's estimates. The Ministry of Government Services provides centralized accommodation and support services to government ministries and agencies. Accommodation is by far the largest area of activity, but the ministry also provides a vehicle, air service,

mail service, record management, and other services on a cost-recovery basis.

[21:15]

The Ministry of Government Services budget continues to reflect a focus on renewing government's infrastructure. Major projects include 6.9 million to address code upgrades at the Regina Provincial Correctional Centre. Approximately 9.5 million for the ministry's four-year capital plan projects including the Walter Scott Building mechanical and electrical systems; the Regina Queen's Bench Court House exterior stone work and insulation; Kramer Building upgrades to electrical and mechanical systems, insulation, and upgrades to current building codes; Norman Vickar Building code upgrades; and redevelopment of a former Liquor Board store into rentable space; Paul Dojack Centre secondary access road construction; and Gemini Warehouse renovations to upgrade HVAC [heating, ventilating, and air conditioning], improve insulation, and address code upgrades; Royal Saskatchewan Museum interior environment condition improvements; Swift Current Court House upgrades to mechanical, structural, and electrical systems.

The central vehicle agency will receive an increase of 1.7 million to cover inflationary expenses and 7.4 million to continue to replace CVA [central vehicle agency] vehicles past their useful life. Air services will also see an increase of 1.2 million to cover increase in demand for the Saskatchewan air ambulance program, along with a decrease of 596,000 due to reduced demand for executive air.

In 2012 the Legislative Building will celebrate 100 years since it was opened. To help commemorate the occasion, Government Services has allocated 550,000 for projects like roadway lighting in front of the legislature, removal of the cornerstone and time capsule, and the addition of new visitor kiosks.

The ministry has worked hard to maintain rates to clients in 2012 and absorb pressures of 2.7 million including salary and inflationary increases. As part of our mandate, Government Services manages government space footprint. By executing a number of executive government space moves and by implementing our space standard of 200 square feet per employee, Government Services anticipates it will turn back over 100,000 square feet of space to commercial real estate market. This is a market in need of more space. Currently there is less than 2 per cent vacancy in the office real estate marketplace.

Government Services also works with ministries across government to help them reduce their environmental footprint. Our efforts in this area have already started to produce results. Thirteen of our buildings have been certified as BOMA [Building Owners and Managers Association] BESt [building environmental standards] which acknowledges these buildings as environmentally managed. Seven buildings are in the third party environmental certification process for design and construction, leadership in energy and environmental design, and green globes.

Government Services has adopted environmental performance

standards for all new construction projects. Work done by Government Services in building design and operations has resulted in positive change. We are now releasing approximately 3200 tonnes less CO<sub>2</sub> per year and save approximately 352,000 annually in utility costs. That's equivalent of taking 600 cars off the road. We use 38 per cent less water, and future projects will further reduce water usage by a total of 195 million litres. Now that's the equivalent of 78 Olympic-size swimming pools. We reuse or recycle 70 per cent of construction waste and divert 7000 metric tons of waste from the landfill. Our facilities are 39 per cent more energy efficient than buildings built 10 years ago.

We've also worked with ministries to enhance environmentally friendly practices. These activities include: diverting 42 per cent of our waste from the landfill due to enhanced office recycling; using green cleaning products and moving to daytime cleaning, which reduces energy and lighting use; undertake initiatives to green the CVA fleet; and establish, as I mentioned earlier, a new space standard for executive government.

The ministry established a new CVA credit card that provides greater controls to reduce the risk of fraudulent credit card use. The new card will accelerate payments to the suppliers, enhance administrative practices, and provide improvements in reporting.

Finally, Government Services continues to review processes and programs to provide the least cost service to government. The ministry has undertaken lean projects to analyze and improve procedures within the ministry. New projects include improvement to the plan preventative maintenance process, and the goal is to reduce the steps needed to accomplish maintenance and to use technology to add efficiency. The lean committee will also review purchasing in executive government to find efficiencies between the different purchasing departments.

These are just some high-level examples of the funding Government Services received in 2012-2013 and the work the ministry will be undertaking with the funds provided. My officials and I are pleased to answer any questions you may have. Thank you very much.

**The Chair:** — Thank you, Minister. I would just ask, when an official comes to the mike for the first time to introduce themselves. And now I'll open the floor to questions. Ms. Sproule.

**Ms. Sproule:** — Thank you very much, Mr. Chair. And thank you, Madam Minister, and all the officials that came out at this very late hour to answer questions. As I'm very new to this job, I am going to ask a lot of probably pretty basic questions for you tonight just to get myself familiarized with the operations of your department, or your ministry. And I see this as a four-year journey that we're on right now. So I'll start at the beginning and see where we end up.

I guess one of the very first questions I would like to talk to you about is something called the Hill Tower III which I know very, very little about. So if you could just sort of give me the high level of what that facility or building is, maybe how many stories it is, what it's going to be used for, even where it's

located. I'm not exactly sure where it's going. So I know it's somewhere in relation to the other two buildings that have the corner cut off of them, but that's about all I know about it. So if you could start with that, I'd appreciate it.

**Hon. Ms. Ross:** — Well thank you very much for that question. Hill Tower III is located in downtown Regina. And as you mentioned, there are Tower I, Tower II, and then now this one is on 12th and Hamilton, so it's just down the street. So it creates a very good visual for downtown in that respect, and they all have the similar kind of look. So if you go for a drive downtown, you'll be able to find it quite easily because there's the construction, and it's the major construction project downtown today.

One of the purposes of the new Tower III downtown was to also encourage new companies to locate head offices here. Because as I mentioned in my opening statements, we have very limited downtown space. And so at 2 per cent rental, commercial rental space, there is a very much of a need for that.

So government made a commitment to lease approximately 5,600 square feet of space in that new development . . . 56,000. Sorry, I lied. No, I didn't lie. I misspoke. I do apologize. So yes, 56. So that's approximately 26 per cent of the building. It's a 220,000-square-foot building in the downtown proper.

**Ms. Sproule:** — So the rest of the building would then be used for Government Services?

**Hon. Ms. Ross:** — No, no, no. We're a minor tenant in the building.

**Ms. Sproule:** — 26 per cent is for . . .

**Hon. Ms. Ross:** — Government, is a government lease. The rest is not.

**Ms. Sproule:** — Oh, I misunderstood, I thought it was . . .

**Hon. Ms. Ross:** — No, no. We're the minor tenant in the building. Mosaic is moving their head office there, and there are other tenants that are going to be locating in the building. But we are a minor tenant in that building in that respect.

**Ms. Sproule:** — And who's paying for the cost of the construction? It's entirely the Government of Saskatchewan that's paying for the cost of constructing it?

**Hon. Ms. Ross:** — No, we're not covering any of the cost of the construction of the building. That's a private company that is constructing that building. That's not a government building.

**Ms. Sproule:** — Okay, that's what I was trying to find out. So basically the government is just leasing 26 per cent of the . . .

**Hon. Ms. Ross:** — That's exactly it.

**Ms. Sproule:** — And what services will be provided by, or who will be located in the government part of the building? Is it your office?

**Hon. Ms. Ross:** — No, Government Services will not be

locating into that building. The ministry that will be locating into that space is AEEI [Advanced Education, Employment and Immigration], Advanced Education.

**Ms. Sproule:** — Good. Thank you. Okay. I'm just going to base the first questions I have on the — it's a bit dated — but it's the '10-11 annual report because I don't think the '11-12 is going to be available for some time yet. Is that correct? Yes, because we're just at the year end now. And I just made some highlights for myself as I went through this. Bear with me as I switch to my reading glasses. I'll get my bifocals back some day.

So the first thing we have is — I don't know if you have it handy — but it's page 6, and it's the numbers. So you have, as of March 31st last year, there were 734 full-time equivalents. And I see that in this year's budget, there will actually be a decreasing of staff by 30.2 per cent or 30.2 positions. Can you tell me what those 30 positions were or are going to be? I guess they will be cut in this year, right now, the fiscal year that we've just started. So where are you anticipating those 30 positions will be taken away?

**Hon. Ms. Ross:** — Okay. You're referring to last year's, and that's 30 FTEs that you're referring to.

**Ms. Sproule:** — Well actually I may have confused myself. This document here, which is the budget that just came out, says that the FTE net change is 30.2 positions. That's on page 167 for the estimates. Sorry.

**Hon. Ms. Ross:** — That's this year's?

**Ms. Sproule:** — Yes.

**Hon. Ms. Ross:** — Okay.

**Ms. Sproule:** — I had started with last year's numbers, but then I moved into this year's. So sorry about that.

[21:30]

**Hon. Ms. Ross:** — I'd like to start off by saying no layoffs are planned as a result of this budget decision. And the 30.2 that you're referring to of FTEs we've moved to daytime cleaning and changing the cleaning, I guess the — how would we say it? — the emphasis that we have on cleaning. We clean the high-traffic areas much more diligently in that respect, but areas that aren't utilized, we've scaled back on that. So that's how we've managed to change it because we've gone to a daytime.

**Ms. Sproule:** — Thank you. How many staff are cleaning then of your full complement of staff? Is it a large portion? In fact, if you have a breakdown of your staff, just generally of the large categories, of what types of staff you have.

**Hon. Ms. Ross:** — Okay. Excellent. Thank you very much. Government Services has approximately 237 building cleaners, but they're responsible for 99 buildings.

**Ms. Sproule:** — And of the other . . . I see you have 750 staff approximately, so there's another 500 staff. Where would they be? Like you would have some in corporate services, I assume,

and accommodations.

**Hon. Ms. Ross:** — Okay. What we have is total executive management, we have approximately 11. And that includes my office, the deputy minister's office, communication branch, things like that. Then we have total corporate support, and that's 75.1. And then we have accommodations, and accommodations is a substantial amount, and that would give us the 512.4. So that gives you a total . . . And then, oh, we have total commercial services of 76.1. And then we have air services, which gives us executive air and air ambulance for 49. And then this gives us the total of 723.6.

**Ms. Sproule:** — My numbers add up to more than that. If with 512 in accommodation, does that include the cleaners?

**Hon. Ms. Ross:** — Yes.

**Ms. Sproule:** — Oh, okay, that's why. All right, very good. Thank you very much. Just back to Hill Tower III just for a moment. I'm just wondering, would the rental lease rates that the Government of Saskatchewan's paying, are they on par with other lease spaces or is it at a premium?

**Hon. Ms. Ross:** — Government pays competitive rates, but we do not disclose the amount of our lease rates. And this is a long-standing practice that was implemented by previous governments. And because of the large amount of lease space that the government utilizes, we do not want to skew the marketplace, and so, because of that, we maintain the confidentiality of lease rates.

**Ms. Sproule:** — Can you confirm whether it's like lower or higher than the . . .

**Hon. Ms. Ross:** — It's competitive.

**Ms. Sproule:** — It's competitive.

**Hon. Ms. Ross:** — Yes.

**Ms. Sproule:** — Okay, thank you. In the 2010-11 report, you indicated you committed to leasing 60,000 square feet of office space to support the development of additional space in the Regina market. Two questions: one, is the Hill Tower III part of that because — how many square feet? — that's 56,000. So is that the Hill Tower commitment that was referred to in the 2010-11? It must have been?

**Hon. Ms. Ross:** — Yes.

**Ms. Sproule:** — Okay. And so when do you expect to occupy? When is it going to be completed?

**Hon. Ms. Ross:** — The fall.

**Ms. Sproule:** — In the fall. Okay. In terms of it being competitive, would you say it's competitive in terms of other spaces downtown, or is it competitive with Toronto or Vancouver?

**Hon. Ms. Ross:** — Well we're competitive within the local commercial marketplace. One of the things, and I think that we

pointed out, government leases a substantial amount of space especially within Regina proper because of the government being located, the seat of government being located here. And some of those leases were entered into a substantial time ago and will be coming up for renegotiation. So I mean there's no static number. As you know, real estate goes up and down.

One of the issues that we are facing is because of the 2 per cent. That really, you know, does create a bit of an issue, and so, because of that, we're more than pleased to be able to be turning back some additional space when we relocate.

**Ms. Sproule:** — I guess what I'm wondering now is that one of the first things you said is that, with the Hill Tower III, is that your arrangement to rent there was to encourage new companies to locate head offices. But if real estate is at such a premium, why was it necessary for the Government of Saskatchewan to obtain space in that building? Like what would have motivated the government to do that if it is was pretty certain there'd be a high demand for commercial leasing space?

**Hon. Ms. Ross:** — The mandate of Government Services and government overall is to decrease our footprint. We have the new space standard of 200 square feet per FTE. With some of the previous leases that we have, they go all the way up to 300 square feet per FTE. So with the reallocation and moving of a ministry, we are able to free up more space because before there was never any space standard really put forward that people tried to adhere to. If they felt they had the money, they just utilized the space. We're looking at things a little differently, and so by doing that . . . And the style of office space will go into a more open office space. So because of that and the reduced space standard, it's going to be economical for the province.

**Ms. Sproule:** — I spent many years working for the federal government, and we moved offices several times. So I worked with Government Services and Public Works, and certainly the square footage per FTE was of great interest to every one of us as we established our offices. So I understand that.

So really the reason you indicated initially was to encourage new companies to locate head offices. That isn't really the motivating factor for occupying this space in Hill Tower III, is it? Because I'm just not sure why the Government of Saskatchewan, we need to locate there. The reasons you gave me regarding space and Government Services and economies of space and your office styling, that makes sense, but I still don't understand your comment when you said you were wanting to encourage new companies to locate head offices here. What's the connection between Mosaic locating there and government services or arranging for government leasing of 26 per cent of that building? I'm not understanding that.

**Hon. Ms. Ross:** — Well thank you very much. As I stated, our government is encouraging corporations to locate their head offices here. And one of the . . . the proposed development of Tower III probably would not have proceeded without the developer being able to secure commitments for tenants to be able to build that building. So we made that commitment.

**Ms. Sproule:** — Despite the fact that you indicated that there is a real shortage of commercial space in Regina at this time. Why

was that felt that was necessary when there's such a demand for commercial leasing?

**Hon. Ms. Ross:** — The 56,000 square feet . . . Of the 17,000 square feet . . . is 17,000 square feet less than the space that they're currently occupying. So it will be leasing up, freeing up rather, some existing space.

**Ms. Sproule:** — Yes. I'm not sure that answers the question I was asking about why. You're saying, if I understand your answer, you're saying that the whole goal of this was to move Advanced Employment and Immigration to free up 17,000 square feet of other space for Government Services. So that has really nothing to do with encouraging companies to locate here. Right?

**Hon. Ms. Ross:** — Well one of the things is that in order for a building to be able to proceed, developers will need to be able to secure tenant commitments before they build. Now as we said, other tenants have come onside. But it was a commitment that we had made and it is . . . We are not the major tenant in that building. At 26 per cent we are not the major tenant of that building.

**Ms. Sproule:** — The only other example that I'm familiar with in this somewhat, a somewhat related example would be when the First Nations University was constructed. And in order to secure a tenant for guaranteeing rent there, the Department of Indian Affairs moved there. And I know that the rent they pay there is, I would say, a premium rent. But that was one of the commitments that was needed in order to make that building viable.

**Hon. Ms. Ross:** — So then you understand the logic of it?

**Ms. Sproule:** — I certainly understand the logic. I just am not sure, given what you said about the commercial real estate market, that it was necessary for the Government of Saskatchewan to get involved. However it is serving your purposes for space. So that's what I understand you're saying. Okay.

**Hon. Ms. Ross:** — Excuse me. As we said, 220,000 square feet will be within that building. Of that we have 56,000, so therefore there is new space of 164,000 square feet. So that's a substantial addition to the downtown commercial real estate.

**Ms. Sproule:** — One of the things that was indicated in your last report was that you had committed to implementing an electronic bid submission system, and it was deferred. And it said it was expected the system would be completed in 16 to 24 months. What's the status of the electronic bid submission?

[21:45]

**Hon. Ms. Ross:** — What Government Services has done is with the New West first, we've gone to the single window for suppliers to access tenders. Now this has to be in place by July the 1st, 2012, okay? And my understanding that we are on track with that. We will then return our focus after we've . . . July the 1st, 2012 then we will return our focus to the electronic bid submission.



**Ms. Sproule:** — So it's just in order of priority, you want to get the single window in place first and then turn to the bid system; provide a lot of, more opportunity for bidding.

**Hon. Ms. Ross:** — Well in order to be in compliance with the agreement, that's the time frame.

**Ms. Sproule:** — Oh, the single window is required . . .

**Hon. Ms. Ross:** — Right.

**Ms. Sproule:** — Under the New West Agreement. Are we good?

**Hon. Ms. Ross:** — Yes.

**Ms. Sproule:** — Okay. The next . . . [inaudible interjection] . . . No, no, absolutely take your time. The next thing I highlighted was one of the goals that you identified in your economic growth goal for 2010-2011, and that was to support economic development opportunities that involve government-owned property.

So in this case I think we're seeing a flip side. Rather than the government moving into property owned by other people, you are looking for economic development opportunities in property that the government owns. And the problem identified there was that government property is frequently reviewed regarding utilization, and some properties were identified as underutilized. So I think the . . . How is that going? Are you moving forward on properly utilizing or more utilizing or, I guess, appropriately utilizing government property? Has there been any results there?

**Hon. Ms. Ross:** — A good example is the move of Ministry of Tourism from the Trade and Convention Centre downtown into the Lloyd Building, which is a government-owned building in the legislative proper precinct. And we had space that was available there so it was advantageous for us to be able to relocate a government ministry back into that space.

**Ms. Sproule:** — Moving on to another goal that was identified, the government goal of security, and there was ensuring that the government ministries follow the lead of the Crowns in establishing goals to reduce environmental footprint. And certainly you made a number of comments about that in your introduction. It indicated here that the goal is to construct new facilities to LEED [leadership in energy and environmental design] certified standards. I'm a big fan of LEED, and I'm just wondering what standard you are aiming for. Is it varied from building to building?

**Hon. Ms. Ross:** — We have accomplished LEED silver in a number of our buildings and working towards certification in Green Globe.

**Ms. Sproule:** — Sorry, LEED gold is . . .

**Hon. Ms. Ross:** — No. No. LEEDs and Green Globe. I know that's . . .

**Ms. Sproule:** — Yes, I'm not familiar with that. Can you describe that, green . . .

**Hon. Ms. Ross:** — It's a similar process but less expensive.

**Ms. Sproule:** — And is it less expensive because of the reporting requirements? Because I know one of the most expensive things about LEED is the actual monitoring and, you know, the reporting required to achieve the standard. And I'm just not familiar with Green Globe. So is that basically why it's less expensive?

**Hon. Ms. Ross:** — It's third party certification with a simplified reporting.

**Ms. Sproule:** — Okay, thank you. So Cooper Place, Saskatchewan Disease Control Laboratory, and Regina Provincial Correctional Centre, those are new facilities that were identified. So they're all LEED silver? Is that where they're going to end up pretty much?

**Hon. Ms. Ross:** — Okay. The Saskatchewan Disease Control Laboratory in Regina here is silver, or it could be gold. We're still waiting for that. And then Cooper Place is silver. And so we're waiting for the certification on that. We also have Century Plaza, which is a joint effort between Government Services and Harvard Developments that has achieved LEED silver. So like I said, we've got pending. We've got the Saskatchewan Disease Control Laboratory in Regina, Cooper Place in Regina, Meadow Lake Court House, and the Regina Provincial Correctional Centre.

**Ms. Sproule:** — Great. And Century Plaza . . .

**Hon. Ms. Ross:** — That's downtown.

**Ms. Sproule:** — Okay.

**Hon. Ms. Ross:** — On Rose Street.

**Ms. Sproule:** — And what's the role of Government Services in that building?

**Hon. Ms. Ross:** — That's our head office.

**Ms. Sproule:** — So you're just . . . It's not owned by the Government of Saskatchewan. You lease space in there?

**Hon. Ms. Ross:** — Because it's a condominium. It's a strata title. We have 80 per cent.

**Ms. Sproule:** — You have titles to 80 per cent of the condo space. Okay. And Harvard Development owns the other 20 per cent basically, or individuals?

**Hon. Ms. Ross:** — Harvard Development.

**Ms. Sproule:** — All right. What about Patterson Place and Dunning Place? In here it was indicated that you were hoping to have them certified under the BOMA BEST level 2 certification, but it was reprioritized to be certified at a later date. Has that happened?

**Hon. Ms. Ross:** — BOMA BEST is about building operations. We've got the Regina Queen's Bench Court House; SIAST [Saskatchewan Institute of Applied Science and Technology]

Kelsey in Saskatoon; Woodland, Prince Albert; Palliser, Moose Jaw; and Wascana, Regina Campus. We've got the Lloyd Place in Regina, T.C. Douglas in Regina, Walter Scott in Regina. We're working on the Saskatchewan Legislative Building in Regina, Government House in Regina, Sturdy Stone in Saskatoon, L.F. McIntosh Building in Prince Albert, and Century Plaza, Regina joint with Harvard Development.

**Ms. Sproule:** — Can you tell me about Patterson Place and Dunning Place? Where are they? And I guess they're not prioritized yet.

**Hon. Ms. Ross:** — They're not prioritized at this point in time.

**Ms. Sproule:** — And where are those buildings located? Patterson Place and Dunning Place?

**Hon. Ms. Ross:** — They're both in Regina.

**Ms. Sproule:** — The last question I want to ask about buildings, I think at this point, is about green leases. And there's a note here that says the goal is to secure green leases, where feasible, that incorporate ecologically sustainable principles to reduce the building impact on the environment.

In those leases, I'm just curious if you could tell me what types of clauses, in a very high level sense, what types of clauses are incorporated when you, I'm assuming these are leases that you're entering into with other property owners.

**Mr. Dedman:** — Ron Dedman. In our own approach, we've adopted many green practices. And what we've done in our own buildings, we've looked to encourage landlords to do when we work with them. So one example would be, we have moved to day time cleaning, and a number of landlords have expressed interest in also moving to day time cleaning and that will be something we will deal with when new leases come forward.

We have worked on a different process for handling wastes. So we set up stations in our buildings now that separates the waste into four-way streams or five-way streams, and that reduces significantly the amount of material that goes to the landfill. And again we have interest from government ministries in leased buildings and employees in leased buildings for that kind of approach, and that is something that we may also move forward on.

The crop insurance building in Melville, which is a building that we lease, is also a building that's built to a high standard with many green initiatives in it. And so things that again we've tried in some of our buildings: more natural light; windows on the south side, or more windows on the south side; fewer windows on the north side. Again, depending on where the building is and what its function is, we can incorporate some of those things.

**Ms. Sproule:** — I think what you described are more the functional aspects of the buildings themselves. I'm just wondering, in terms of when you're entering into a lease and you want it to be green, what types of terms would you insist on being in the lease? Would you insist on the day time cleaning that would be a clause in the lease or would the waste management waste handling be clauses, required clauses for

your tenants for example?

**Mr. Dedman:** — Well they would be things that we would do with the landlord in addition to the certification of a new building which most owners now are looking towards. We would also incorporate into the leases some of those operating factors in how the building gets done. So daytime cleaning means that you can have a minimal of lights on in the normal cleaning times which are 5 till 11 at night, those kind of things.

**Ms. Sproule:** — I understand the concept of daytime cleaning. I was just wondering how it was worked into the lease. But I think you answered that question for me. So thank you.

Okay, I'd like to move on to cars now and the new vehicles that are being purchased by the province. I read somewhere the number of cars. How many cars is in the fleet right now? I know I saw that somewhere. It's several hundred but . . .

**Hon. Ms. Ross:** — Forty-six hundred that we own and operate.

**Ms. Sproule:** — Forty-six hundred, thank you. And I note that you have a goal to acquire environmentally friendly vehicles in each class. And considering capital costs and efficiency, one of the questions I had for you was the results of your goal to ensure that new vehicles are high fuel efficiency vehicles where workable. The results, you said in your report, was that the most cost-effective vehicles were purchased in each class with evaluation of fuel efficiency options.

[22:00]

So I see a disconnect there, because it looked like the goal was to purchase high fuel efficiency vehicles. And yet the results were that you were still purchasing cost-effective vehicles and with an evaluation of fuel efficiency options. So are you buying high fuel efficiency vehicles, full stop, or do you still look at cost-effectiveness first?

**Mr. Dedman:** — We look at cost-effectiveness, but what we've added into our mix is the lifetime anticipated fuel usage and the lifetime emissions of the vehicles. So we put a cost on those. And so that can change our decision about which is the lowest cost vehicle because the lowest purchase price is not necessarily the lowest lifetime cost.

**Ms. Sproule:** — Okay. How many classes of vehicles do you have?

**Mr. Dedman:** — We have a wide range of vehicles depending on what the customer use is. So we have ambulances. We have all levels of vehicle. So I can run quickly through the classes if you'd like.

**Ms. Sproule:** — I think the answer is fine is that you have many classes of vehicles.

**Mr. Dedman:** — Yes.

**Ms. Sproule:** — So that's fine. I'm just wondering, how many, in how many of those classes do you find you're more likely to buy high fuel efficient vehicles? Is it a large number or . . .

**Mr. Dedman:** — Well, I think that as the industry is changed there are a lot better fuel efficiency across the whole spectrum. So even in some of the . . . We obviously purchase a lot of trucks. Even in trucks there are . . . If you pick the right engine you can get improved fuel efficiency.

**Ms. Sproule:** — Another indicator was whether or not you could use ethanol, 85 per cent ethanol and 15 per cent gasoline fuel. And you had a feasibility study that indicated infrastructure costs were too high, making a demonstration project impractical. What does that mean?

**Mr. Dedman:** — There have been a lot of changes in the views on ethanol in recent years and so many of the vehicles that were supplied did have E85 capability. When fuel prices were very high there was interest in some of the oil companies in providing ethanol fuel, but when the fuel price dropped significantly that interest seemed to disappear.

**Ms. Sproule:** — I guess I was wondering what the . . . why it says infrastructure costs there? I'm not sure what that refers to.

**Mr. Dedman:** — The infrastructure costs would involve a number of locations where the 85 fuel could be located and the special equipment needed to provide that.

**Ms. Sproule:** — I know we see the SRC [Saskatchewan Research Council] is driving hydrogen powered vehicles, but they're the only ones so far. Actually there's a couple buses too.

I had another question where there was a goal to develop and implement a communication and education strategy on ways to reduce fuel consumption, including an anti-idling campaign. I just wondered if that's going and how is it going?

**Mr. Dedman:** — That is part of the information that we provide to drivers and encouraging drivers not to idle their vehicles.

**Ms. Sproule:** — I guess I'd be interested in talking more about . . . Just to make sure I haven't missed anything in this document.

Oh yes, I wanted to talk a little bit about the lean program. We just heard about it from the previous minister. And I guess my question is, how is lean going?

**Hon. Ms. Ross:** — The ministry has 33 staff — that's 13 facilitators and 20 managers — trained in the tools and techniques for lean methodology. The original training took place in 2010. And original training for managers and supervisors was done in one- and two-day classes plus four hours online. Training for lean facilitators was a total of five days in a class plus 16 hours of online training.

And one of the . . . I had the opportunity of touring one of the facilities where we do clearing for mail. And that was a really good eye-opener to see exactly how implementation of lean practices was creating a much safer and healthier workplace in the kind of height of benches that the people were using and the number of steps. And just the whole facility became much more, let's say, user-friendly, but was very respectful of the employees within that area. And we were able to also . . .

Because of the reorganization, we were able to save a substantial amount of square footage, but still create a much smarter workplace for them. So in a lot of respects it's very practical.

**Ms. Sproule:** — That's interesting to hear you saying, saved square footage, because I just know that's always a goal of Government Services. But it's a useful side goal, I guess, or a side achievement in this case.

Can you tell me how much you spent on consultants for implementing lean, like in 2010-2011? And are you planning to spend any more this year?

**Hon. Ms. Ross:** — Taking out the big book.

**Ms. Sproule:** — What's that?

**Hon. Ms. Ross:** — We're getting out the big book. I've got training numbers here. We want to be able to make sure we provide you with the full amount here.

**A Member:** — Sorry.

**Hon. Ms. Ross:** — No, that's okay. Okay. In 2010-2011, we paid 94,820 to e-Zsigma. And then in 2011-2012, 11,500 to Westmark Consulting.

**Ms. Sproule:** — And are you anticipating any further consultants for this year for lean, for the upcoming fiscal year?

**Hon. Ms. Ross:** — We sometimes utilize consultants to facilitate a project.

**Ms. Sproule:** — All right. We're going to turn now to the budget estimates if I may. Before I do that, I wanted to look at public accounts, and I had a few questions on some of the contracts or amounts paid under public accounts for 2010-11. And this is just a curiosity question for me, but the cafeteria board shows up under accommodation services for \$200,000. Just how . . . Like, you don't run the whole building here, do you? Or are you responsible for the entire Legislative Building as well? Because that seems to be in a different vote. So I'm just wondering why cafeteria board, where is that and what is that? Is that here in the building or is it somewhere else?

**Hon. Ms. Ross:** — In 2010-2011, we had four cafeterias and the board oversees the four cafeterias.

**Ms. Sproule:** — Okay. Where are those cafeterias located?

**Hon. Ms. Ross:** — In 2010-2011, we have the cafeteria in the building here, and I think it's called the Dome. And then we have a cafeteria over in the T.C. Douglas Building, and that provides services to the Department of Health. And the other two cafeterias that we have had . . . Walter Scott because there's renovations. And the other one was in the Lloyd building.

**Ms. Sproule:** — In 2012 . . . [inaudible] . . . you don't have them all any more. You're just saying in 2010-11?

**Hon. Ms. Ross:** — The one in the Walter Scott is closed. The area is being renovated.

**Ms. Sproule:** — Okay.

[22:15]

**Hon. Ms. Ross:** — You never had . . .

**Ms. Sproule:** — I guess I haven't, no . . . [inaudible interjection] . . . Pink tile. Love it.

There's a number of numbered companies that received \$50,000 or more. And I would . . . I know you probably don't have that information tonight. If you do, that would be great. But if you could just tell me who they are and what kind of work they did. And I would be happy for you to provide that.

**Hon. Ms. Ross:** — These are leases.

**Ms. Sproule:** — So those are leases. Okay. Generally they're just leases.

**Hon. Ms. Ross:** — Okay. So what you . . . And you know that, that landlords incorporate under a numbered company, and so that's why it appears that way.

**Ms. Sproule:** — Beaver River Community Futures Development Corporation, there was a payment to them of \$168,000. What would that be for?

**Hon. Ms. Ross:** — Did you say Beaver River?

**Ms. Sproule:** — I did, yes. Beaver River Community Futures Development Corporation.

**Hon. Ms. Ross:** — We'll have to provide you with that.

**Ms. Sproule:** — Okay, thank you. I see the Commissionaires Saskatchewan received \$2.5 million. Is that for commissionaire services in all the government buildings, basically? Yes.

**Hon. Ms. Ross:** — Government-owned buildings use commissionaires.

**Ms. Sproule:** — Another payment was made to Crown Investments Corporation of Saskatchewan for \$77,000. What would that be for?

**Hon. Ms. Ross:** — We'll get that exact information for you.

**Ms. Sproule:** — Thank you. The next one I had was the town of Hudson Bay for \$147,000.

**Hon. Ms. Ross:** — Oh we lease buildings in smaller communities for day courts. And so that would be space that we would have utilized and leased for that.

**Ms. Sproule:** — Thank you. Innovation Place, \$3 million. Is that just lease fees there too?

**Hon. Ms. Ross:** — I would expect so.

**Ms. Sproule:** — And at the bottom there, the Ministry of Finance, Ministry of Government Services were paid \$4.4 million. It looks to me like you're paying that to yourself, so I don't understand that.

**Ms. Reddekopp:** — Shelley Reddekopp. Those payments are what we call inter-company transactions. So when we have some of our units, we'll provide services to units within Government Services. And so there's a billing . . . There's no physical money that changes hands. It's just an accounting entry so we can go back and determine whether that program is fully recovering the costs that it's incurring.

**Ms. Sproule:** — Okay. The next line is Minister of Finance . . . Ministry of Information Technology Office. What would that be for?

**Ms. Reddekopp:** — That would be for services we receive from the Information Technology Office.

**Ms. Sproule:** — All right. I see I had marked North Battleford, city of, but I'm assuming that's similar to Hudson Bay then. There would be some facilities you're using that belong to the city. All right. Okay. There was another one. It's not jumping out at me at the moment, so I'll leave that for now. Oh yes, the T. Rex Discovery Centre in Eastend, there's 62,000 there. What would that be?

**Hon. Ms. Ross:** — Sorry. Tourism is . . . We were just talking about the bones there and . . . [inaudible] . . . I know. I was there. I saw it. It's the lease for the facility, and it's Tourism.

**Ms. Sproule:** — Oh, Tourism operates out of the building? Oh okay. Okay.

There was on page 175 of the '12-13 Estimates — I don't know if you have copies, but there's some on the table here if you don't — I just need to understand how this vote is described there. This is a bookkeeping question.

**Ms. Reddekopp:** — Okay. So what that talks about really is transfers between ministries. So we have had some FTE transfers with the Ministry of Finance, and that's related to the accounts payable project. So that's the appropriation for salaries of 130,000 and FTEs of 2.8.

With respect to Corrections, Public Safety and Policing, we are going to be doing the maintenance and operations in some of their facilities. So that was the transfer of FTEs of 13.4 and the young offender facilities of five.

And then the transfer with respect to Exec Council is for website fees that they will now pay rather than having us pay a portion, and that funding has been transferred to them.

**Ms. Sproule:** — Okay. Just so I understand this restatement schedule. So the original vote as is described on page 81 . . . Or sorry, accommodation services is vote 2, on page 80, indicates the estimates to be at 12 million, two, three, nine, and then . . . Oh I see. That's the '11-12 main estimate. Okay. I'm getting there. All right. And when you described the transfers to Finance, the 2.8 FTEs, what was the program you said that was for?

**Ms. Reddekopp:** — The accounts payable centralization project.

**Ms. Sproule:** — So is that an initiative that's happening across all ministries? Okay, so you're basically moving accounting staff to a central place within Finance.

**Ms. Reddekopp:** — The processing of invoices, yes.

**Ms. Sproule:** — Okay. All right. I think I'll ask a few questions tonight on page 82 of the budget Estimates and that's (GS07), the major capital asset acquisitions. I note that these have basically doubled from last year, and I don't know where they were in years before. I only have the one year in front of me. But can you tell me what your program is for this year for lands, buildings, and improvements?

**Hon. Ms. Ross:** — The ministry has a lot of projects under way to ensure our infrastructure remains in good condition, many of these multi-year projects. You may have noticed the work being done on the Regina Queen's Bench Court House envelope. Other projects include construction of new secondary access road for Paul Dojack facility; design work to improve interior environmental conditions at the Royal Saskatchewan Museum; structural, mechanical, and electrical upgrades to the Swift Current Court House; and various code upgrades at the Regina Provincial Correctional Centre.

**Ms. Sproule:** — Could you give me the amounts that are going to be spent on those projects? Like I've got the Queen's Bench, Regina Queen's Bench.

**Hon. Ms. Ross:** — Okay. What I'll do is I'll go through them and that might, you know, and I'll just . . . And you can just kind of check them off as you go. Walter Scott Building, extensive mechanical and electrical work to a building system. The \$16 million project improves the operational efficiency of the facility and ensures the service life of the building for the next 30 years.

**Ms. Sproule:** — Could I just interrupt. Is that the building right next door here?

**Hon. Ms. Ross:** — The Walter Scott?

**Ms. Sproule:** — Yes. Somewhere. I don't know what direction.

**Hon. Ms. Ross:** — I think that way.

**Ms. Sproule:** — Over there. Okay, good, thank you.

**Hon. Ms. Ross:** — That way's the lake.

**Ms. Sproule:** — Okay.

**Hon. Ms. Ross:** — Regina Queen's Bench Court House envelope. Commence renovation of the exterior stonework of the courthouse, as well as insulation work, at a total cost of 5.5 million over two years.

Then we've got the Kramer Building retrofit. Upgrade electrical system, mechanical system, envelope insulation and finishes, as well as upgrade to the current building codes, including washrooms accessibility to persons with disabilities. This project is scheduled to be completed in 2013-2014 for a total of 5.9 million.

The Norman Vickar Building. Continue code upgrades and redevelopment of the former liquor store into rentable space. The total cost of the redevelopment is 3 million. And now this should be completed by 2014-15.

Paul Dojack Centre exiting roadway. This commenced construction of a new secondary access on a grid road south of the main building to Dewdney Avenue or west, for a cost of 3.9 million over three years.

Gemini Warehouse renovations. Complete renovations required to upgrade the HVAC system, improve the insulation, and address code upgrades. And that's 1.5.

Royal Saskatchewan Museum. Commence planning and design to improve interior environmental conditions at the Royal Saskatchewan Museum. The total cost of the project is 10.5 million and this is to be spent over three years.

Swift Current Court House. Commence complete structural, mechanical, electrical upgrades to the Swift Current Court House in order to extend the useful life of the buildings. The upgrades will be completed in 2013-2014 at a total cost of 1.7 million.

Hill Tower leases. Previously approved non-cash capital lease at the new Regina downtown office building. The term of this lease is 20 years and the expense will only be incurred as lease payments are made.

Regina Provincial Correctional Centre code upgrades, 6.9 million. Complete various code upgrades. And the funding will be provided for one year and the upgrades will be completed by the end of 2012-2013.

Central Vehicle Agency capital, 7.4 million. Base capital funding to replace various CVA vehicles for both executive government and non-General Revenue Fund clients. Machinery and equipment of 1.7 million is base funding for aircraft engines and building equipment.

**Ms. Sproule:** — Okay. It's hard for me to match what you've given me in terms of what's happening just this fiscal year because those are over a number of years. Okay. So in the CVA capital, when you say 7.4 million, is that included in land, buildings and improvements in your estimates, or is that somewhere else?

**Hon. Ms. Ross:** — No. That's in machinery and equipment.

**Ms. Sproule:** — I see. Well now it adds up to 9.1. Okay.

**Hon. Ms. Ross:** — That's a fairly extensive . . . [inaudible].

**Ms. Sproule:** — You're doing a lot of work, a lot of work. Vehicle services on page 81. I have a question about the allocation for vehicle services is up 2 million. Can you explain that increase from last year to this year for estimates?

**Hon. Ms. Ross:** — Primarily that's the cost of fuel and vehicle maintenance, and other operating costs have gone up dramatically. And CVA has not had an increase in rates since 2006. Therefore, as a result, revenues are no longer keeping up

with operating costs.

**Ms. Sproule:** — I guess the other question I had is . . . I'm going backwards here, page 80. Central services has gone down. And maybe you could explain, first of all, what does central services do for your department, and then why there would be a drop there. It's a very minor drop, but I'm just wondering.

**Hon. Ms. Ross:** — That's the transference of the accounts payable to Finance.

**Ms. Sproule:** — Okay. That's the centralization . . .

**Hon. Ms. Ross:** — Yes.

**Ms. Sproule:** — We were talking about earlier?

**Hon. Ms. Ross:** — Exactly.

**Ms. Sproule:** — Okay. So based on the organizational chart that I had of your ministry, if I can find it . . . Sorry, I'm not sure where it is now. Can you just give me, I think in the last few minutes that remain for today, just sort of a general description of how your ministry is organized and who reports to who? I know I had a flow chart somewhere of the org chart, but do you have . . . I know I also have the list of people that work there.

**Hon. Ms. Ross:** — Just if you give me a couple of minutes.

**Ms. Sproule:** — A high-level description. Then we can call it a night.

**Mr. Dedman:** — We have an executive team of 11 people and out of that executive team there are five of us here tonight. We also have . . . I have an assistant in the deputy minister's office. We have a couple of people in our communications staff and a person that is our lean leader that fits into that group. Corporate services that Shelley leads has 75 people. The financial services group is the largest group in that area, but we also have a risk management function for our facilities — the things that we own — internal audit, a small planning and policy group. We have 21 people in purchasing, so we purchase all the goods for government and we purchase some of the services. And then we also have a protective services group that handles the project planning and the management of building access cards and that kind of activity. Accommodation services is our largest group at 512.

**Ms. Sproule:** — Thank you for that. I didn't hear what the Chair was saying.

**The Chair:** — [Inaudible] . . . adjourn if you have one more quick comment or question.

**Ms. Sproule:** — I think at this point I'd just like to say thanks for now. It's been a great evening spending it with you. And thank you to the Chair and to the rest of the committee and to my colleague Danielle for hanging out with me. So we'll pick this up where we left off next time.

**The Chair:** — Thank you, and I want to thank the minister and

the committee. And the time being past 10:30, I will adjourn to the call of the Chair. Thank you.

[The committee adjourned at 22:30.]