



STANDING COMMITTEE ON CROWN AND CENTRAL AGENCIES

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STANDING COMMITTEE ON CROWN AND CENTRAL AGENCIES

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Mr. Roger Parent
Saskatoon Meewasin

[The committee met at 15:02.]

The Chair: — I want to welcome members today to this afternoon, to the Crown and Central Agencies Committee. We have one substitution. Doyle Vermette is substituting for Cathy Sproule.

Members have a copy of today's agenda. If members are in agreement, we'll proceed with the agenda. We also have 28 documents to table today. A list of these documents have been distributed to members. Documents being tabled are CCA 111/27 to CCA 139/27.

**Bill No. 125 — *The Traffic Safety
Amendment Act, 2013 (No. 2)***

Clause 1

The Chair: — We will now consider Bill No. 125, *The Traffic Safety Amendment Act, 2013*, (No. 2). We will start with clause 1, short title. Madam Minister, if you have any opening remarks you may proceed, and also if you want to introduce your officials.

Hon. Ms. Harpauer: — Thank you very much, Mr. Chair, and good afternoon. This afternoon we're joined by representatives from SGI [Saskatchewan Government Insurance] to discuss amendments to *The Traffic Safety Act*. With me today I have, to my right, Earl Cameron, the vice-president of the Auto Fund. To my left I have Lyle Mosiondz, the assistant vice-president of Auto Fund vehicle and support services, and Lindsay Ferguson, a lawyer in SGI's legal department. And behind me I have Sandy Crighton, the manager of driver programs.

The Traffic Safety Act outlines the laws regarding road use in Saskatchewan. The amendments to this Act are designed with the ultimate goal of saving lives and preventing injuries on Saskatchewan's roads. Changes include zero tolerance for drugs or alcohol for all drivers under age 19, as well as all new drivers regardless of age; strengthening sanctions for impaired drivers; a pilot project for photo radar in high-risk areas and school zones; tougher penalties for speeding in excess of 35 kilometres an hour over the posted limit; and making booster seats mandatory for children up to age seven.

I'd like to once again extend my thanks to the members of this Special Committee on Traffic Safety whose work was the driving force behind many of these amendments. We also have a number of other changes in addition to the recommendations that came from the special committee, including amendments supporting harmonization efforts under the New West Partnership Agreement.

With that, Mr. Chair, I would welcome the committee members and entertain any questions.

The Chair: — Thank you. Mr. Vermette.

Mr. Vermette: — Thank you to the minister and your officials that are here. An opportunity to . . . I guess there's an area where . . . And I want to again give, you know . . . The great work that was done by the Traffic Safety Committee that went

around the province and heard, I guess, testimony and information based on recommendations from different organizations, individuals, families about strengthening some of the traffic safety laws to reduce fatalities and injuries for our residents in the province. And you know, a lot of good work was done and I know we had recommendations, 26 of them, that we supported as a . . . But we also put in a minority opinion report with concerns when it comes to some of the challenge around impounding vehicles and short impoundment. That was some of the issues that were raised and some of the concerns and safety that people brought forward at the hearings.

And I'm just wondering if we can get a little background information why, you know, you didn't come forward with changing and giving opportunity? If there's any reason why for impoundment, short impoundment and when we talk about graduated driver licensed individuals who are in the .05 to .08, the warning sign area, why they weren't given . . . only that area of individuals, I guess, inexperienced drivers, whatever it is. When he was asked that, he considered it for all drivers that would be under the warning between the zero five. Can I get a little information on that?

Hon. Ms. Harpauer: — Certainly the graduated driver's licence is zero tolerance. There is impoundment automatically even at the low blood alcohol levels of .04 to .08. My understanding, the difference between the government members and the non-government members on the committee was in the one small area of first offence, experienced drivers, .04 to .08 with the committee making the recommendation of not having immediate impoundment on first offence.

So the rationale from the committee majority as the government is that we need . . . We're making significant changes not only in the impoundment, vehicle impoundment, but also in the mandatory interlock will be another significant change that we're making within our province. And the number of days of penalties for taking away licences is also going to be quite extensively lengthened from what it was.

So we are making significant changes. We feel that we need to target those that are disproportionately represented in the more critical accidents, and that is our under-aged — or I shouldn't say under-aged, sorry, that's the wrong word — the inexperienced drivers, the newer drivers, as well as the repeat offenders. And this does indeed do all of that in those two categories.

That was our rationale behind . . . We're making significant changes. We're going to have to do some adjustments in our thinking within our province, but we're going to extend a lot of it, other than the one that you are referencing which is the low blood alcohol level at .04 to .08. We only have zero tolerance for the graduated driver's licence and the repeat offenders.

Mr. Vermette: — Now from looking at the reports and evidence that was given to the committee, and I guess the minister or officials can go ahead and move on recommendations of the committee, the Traffic Safety Committee, that recommendations they make. It is a recommendation that we bring forward to your ministry to consider changing or amending laws to improve safety not only

in injuries but in saving lives.

And it was clear from the information that was shared with us by the experts and the different panels and other jurisdictions we looked at that you've looked at the . . . it was almost 50 per cent when you look at all, not just the graduated driver's licence individuals, but all individuals when it's in the warning area from the .05 to .08.

The fatalities and injuries saved . . . 50 per cent of lives were saved in other provinces and that information was shared with us, if I'm correct on those numbers. And I'm still wondering, is there any way that we . . . And how would individuals bring that to your attention as the minister but also to I guess SGI to deal with these situations that are going on, and recommendations and I guess the good information that was presented to us and for SGI to consider?

Hon. Ms. Harpauer: — If you could clarify please where that information was . . . it was presented by? From?

Mr. Vermette: — There was a number of different presenters that tabled documents. As part of the committee, they provided those documents. There's a number of . . . whether it was MADD [Mothers Against Drunk Driving]. I'm just trying to go back to some of the individuals that presented.

But clearly, in their presentation for their information to the committee, those findings for BC [British Columbia], I believe Alberta if I'm correct, those stats are clear.

Hon. Ms. Harpauer: — I guess I question some of what you're saying. We have a majority report that we're following those recommendations of the majority. But we always have to keep in mind too that Alberta and British Columbia implemented a number of initiatives as well. It wasn't a stand-alone initiative that you're now saying is in the minority report. So there's a number of factors that are involved with fatal accidents as well as injury accidents. We think that we are making very significant changes from the number of changes that we are implementing with changing this Act.

So with all due respect, I guess with yourself disagreeing with the majority of the committee members, we will have to respectfully disagree as well. We are making significant changes, great recommendations from the committee, and we're following the majority of recommendations from that committee.

Mr. Vermette: — And I do agree, the good work and recommendations of that committee. It was good work done and, you know, information provided to us and shared with us as a committee and recommendations going forward. But I guess also I don't believe you have to . . . And am I correct? I don't think there's nothing binding that holds the 26 recommendations that came forward of the Traffic Safety Committee that the ministry has to do or the government has to follow.

My understanding of it is, we did the good work that the committee did, asking for documents to be tabled, and they were tabled with those committees. I know information was shared and different reports and stats that were given clearly to

show why it's important and about how it saved lives and injuries by making sure it was mandatory throughout anyone in, you know, that warning area, and I've said that. And I know the good work is done and you're moving on some of those recommendations. And even doing the graduated drivers' licences, yes it's, you know, you're trying to lessen fatalities.

But I don't think the report and the information we were . . . shared with us as part of the committee referred only to, you know, graduated driver's licence. It was right across the board they did this, and it showed saving lives and injuries. And I understand, you know, that's a different . . . We have the minority report and that's fine. One area where we differed, you know, as a recommendation. But I also understand that the government and yourself as a minister could say, we're going to look at this. And you could have gone ahead with working on the minority report that we gave. You could have acted on that. It's a choice of your ministry. Am I correct or wrong with that?

Hon. Ms. Harpauer: — I'm not bound to the recommendations at all.

Mr. Vermette: — On either the minority or the 26 that were done by the full committee, correct?

Hon. Ms. Harpauer: — Correct. That's absolutely correct.

Mr. Vermette: — But to clarify for the record, but you could act on all of them if you wanted to, too. And if you seen good reason and the information come forward why it was crucial to save lives and injuries, then you could act on that as well?

Hon. Ms. Harpauer: — Whenever there is a report done with recommendations, you can act on all of them, none of them, a percentage of them. You could act on one, two, three, four. You can act on the majority, minority, or you can implement something entirely different. That's how it works.

[15:15]

Mr. Vermette: — So I guess in this case we're going to move forward to ask, whether it would be ask, I guess, how would an individual — if there's residents out there right now, if there's people who were a part of reports that were provided, that they provided to the committee, individuals and family members, anyone who feels that this clause the government's not acting on — as the minority opinion, how would those individuals out there that are still concerned and, you know, want to share with the minister and your ministry their concerns, realizing . . . I understand the Traffic Safety Committee had the hearings; they heard. Their recommendation was not the full implement of that; they went to the graduated driver, that was the recommendation.

But if there's individuals out there who are concerned, whether they have the stats, the information, is there any way you can recommend that they come forward to your ministry? Or how would we encourage them to bring it forward? I mean, we will continue to bring this and raise this, but how would you, you know . . . And what would be your recommendation to them to bring it to your attention or try to work with your ministry to deal with that situation?

Hon. Ms. Harpauer: — When you want to contact a minister, usually there is, there's a number of methods. It's usually a letter, a written letter. It can be through an email or it can be through a meeting request, is how you contact a minister. And in fact I don't have it with me and I apologize for that, but I have received a letter from MADD commending us on making significant changes and quite anxious to see them being implemented and seeing them as making a significant difference.

So I have not received one piece of correspondence, quite frankly, be it email or letter, saying that we should go that one step farther. I think there's recognition that we're making significant changes, something that hasn't been done for far too long in this province. So if you know of an individual or a group that would like to see it go farther, I mean you're well aware that anybody can write a minister's office.

Mr. Vermette: — And I think you said you had not received any correspondence from anyone saying that they wanted it to go farther than the graduated driver's licence when it comes to the impoundment of . . . in the warning range?

Hon. Ms. Harpauer: — Graduated driver's licence and impoundment, mandatory impoundment on repeat offenders. We're doing both, impoundment for both, as well as the impoundment that was in place. We're extending the time period of that impoundment for longer than it was. We are implementing the mandatory interlock device. So the correspondence that I've received to date has been commending us for being willing to go make those changes.

Mr. Vermette: — I agree, and I've seen some of the correspondence of the good work that the committee did. And they have got . . . The 26 recommendations that's coming forward, they hope, you know, that they'll be implemented, as we are moving forward on some of these to save lives and injuries.

But having said that, I guess it goes back to, you talk about overall impounding. And I guess the biggest area where again, again, I'm going to say this from the reports and the information provided to the committee, as one of the members on the committee was clearly in Alberta and BC. Again I'll say this: when they did the warning range for everyone, not just the graduated driver's licence which you're implementing — and that's a good start, I agree — but it's too bad that we didn't go, to save more injuries and lives, that we couldn't have went to the full impoundment. And I don't know why. Did you consider that at all? Or as a ministry have you guys had any discussions about why or why not you didn't go one way or the other?

Hon. Ms. Harpauer: — As a minister, I have been watching the challenges that have happened in the jurisdictions that have implemented this. And there have been court challenges that the jury's still out, per se, because drivers are challenging the impoundments.

Also I am not aware of how it was isolated that that was the one factor that made the difference in the provinces when they implemented a number of factors. Nor have I seen the results of making a significant implementation of the changes that we're making. So never say never; absolutely, I've always said that a

number of times as ministers. But let's make some very fundamental changes. Let's target the high-risk drivers, which this does, that's the repeat offenders and the inexperienced drivers.

I really have nothing more to add, that this is targeting . . . that what our statistics in Saskatchewan is showing that this is the higher risk drivers. This is where a large percentage of the accidents, whether it's fatalities or injuries, are happening. What we're implementing is targeting that group, as well as a number of other elements, of course, that you're well aware of because you were part of the list of recommendations that were made.

Mr. Vermette: — Again I'll go back to saying this: the good work of the committee, and I know we've had people saying the good work that was done going around the province and hearing some of the challenges to save lives and injuries. And I realize, you know, SGI as well did presentations to the committee. A lot of individuals, you know, family members, and there were a lot of challenges. And these recommendations, granted, are recommendations as a committee we were honoured to hear and take part in, and the good work done and recommendations there.

Now, I understand you have to work with what has been recommended, I guess, or you also don't have to follow those recommendations. And you've made that very clear and I understand that. And I wish at some point if we can raise awareness and get those committees or individuals that presented to the committee, their concerns, and make a . . . You know, the documents that were tabled and the report, I'm going to do a little bit of work on that in making sure, you know, that those individuals can bring that forward to your attention.

And seeing that, you know, nobody has sent you any correspondence as a minister, maybe they thought when they presented it to the committee that that's where they were going to leave it. Those recommendations would come forward. And now maybe those recommendations aren't going far enough, and maybe they'll be happy with that at the end. So I'm going to approach, you know, some of those individuals and let them know if they would like to forward . . . write to yourself as a minister, to write to you and give the stats and the information they provided so that you have that. You know, if they want to move forward on it, if there's a way that you're open to listening to what they have to say.

And we'll push ahead on it because, at the end of the day, it is about saving lives. And that's what the committee was supposed to do: look at ways we can make our highways safer for our residents, for our tourists that are coming here, for everyone overall. And I think, looking at some of the province and some of the numbers that they talked about in, you know, the presentations that were given, if you look at 50 per cent in a province, that's saved fatalities and injuries because you're impounding everyone in the warning area, not just a graduated driver's licence, is clear. But anyway, I'll pass that on.

I wanted to, as part of a minority report, to make sure that those concerns, and I wanted to, you know, flesh out from yourself as the minister, yes you could act on those — you don't have to — on those recommendations.

At this point, I know my colleague has some questions she wants to clarify. So I'll let her do that, and then we'll go back and forth a little bit. For now I'll turn it over, Mr. Chair, to my colleague to ask some questions.

The Chair: — Ms. Chartier.

Ms. Chartier: — Thank you very much for your time here today. I do have a few questions still on the three-day vehicle impoundment that was recommended in the minority opinion and that many of the presenters spoke about.

Madam Minister, you talked about high-risk drivers. Doug Beirness, who has worked in traffic safety for more than 30 years in Canada, presented to our committee and he talked about . . . I'd like to read the quote into the record actually:

When we talk about drinking and driving, we often want to focus on youth. And it's always tragic when a young person dies in any kind of crash and the involvement of alcohol is substantial. It's almost 40 per cent of 16- to 19-year-olds test positive for alcohol, but it's that 20 to 24 and 25 to 34 age group that seems to be the biggest problem that we have in terms of impaired driving deaths on the road.

I just would like your thoughts. When we talk about high-risk drivers, we have a tool, and admittedly the vehicle impoundment and the warning range is one of the tools, many tools that were implemented, but definitely tied into the reduction in deaths in both Alberta and BC. So when we talk about high-risk drivers, I'm wondering why that that age group, the 20-to-24 and 25-to-34 age hasn't been addressed in that? The focus on youth is good, but the reality is the death rate in that age group is a problem.

Hon. Ms. Harpauer: — Perhaps we are also looking at that group because we're implementing a 72-hour licence suspension, even though we're not impounding their vehicle, and we're requesting the driving without impairment course within 90 days.

Ms. Chartier: — You have a tool that has been illustrated in early days to be effective in Alberta and BC. And I don't know how you can ignore a tool that has been effective thus far.

We have an abysmal impaired driving record here in Saskatchewan. I know you are well aware of that. But one of the documents tabled — and I'm sorry I don't have the name of it before me — but one of the documents tabled with the Traffic Safety Committee talks about the fact that those caught in the warning range are eight times more likely in the following year to be convicted of a criminal offence. So the whole goal of that early impoundment is nipping that in the bud.

Hon. Ms. Harpauer: — I seriously question what you've just said, that the first-time offender, .04 to .08, is statistically more likely to have a criminal offence. I question that, and I don't think the statistics support it.

Ms. Chartier: — Have you read the paper online? One of them, again Doug Beirness who has worked in traffic safety for more than 30 years, that was a study that he had done and found

that first-time offenders, those people caught in the warning range — I didn't say .04; I said in the warning range, which in many other provinces is .05 — his study supports that those individuals are eight times more likely to have a criminal impairment within a year. Did you look at that at all? Or are you are just dismissing it out of hand, but did you take a look at that?

Hon. Ms. Harpauer: — I'm sorry if you feel that I dismissed this out of hand. I think we're making very significant changes, including for that .04 to .08 who are not breaking the law, per se. That is not considered to be impaired, .04 to .08. We're not finding statistically in Saskatchewan that is where our greatest number of accidents are occurring in that range.

We are targeting where the high risk is. We are also going to do a public awareness, and we are making those changes. These are significant changes with lengthening suspensions, with impoundment for repeat offenders and for graduated driver's licence. We are going with the mandatory interlock. And we can sit here for the rest of the afternoon and agree to disagree, but I think that we're going to start here and let's see what changes we can make now. This is a long time coming because the previous government didn't change anything.

Ms. Chartier: — Are you aware that, with respect to that warning range, there are very few good statistics on the causes of accidents in that range unless you cause a fatality? The reality is we have great fatality statistics because when you die here in Saskatchewan here on the road, we take your blood in the hospital. We have very poor statistics, not just in Saskatchewan but elsewhere, on those caught in the warning range.

So I think in fact we don't have good evidence or information around who is causing some of those more minor accidents. You don't start out as a .08 driver. Most people, it's something you . . . practise isn't the right word, but build up to, becoming an impaired driver at the criminal range. But the reality is, would you agree that we don't have good statistics on those caught in the warning range when it comes to accidents?

Hon. Ms. Harpauer: — If I understood you earlier, you were saying we have great statistics to say that this is who we should be targeting. Now you're saying we don't have good statistics, so you've just made my point.

Ms. Chartier: — With all due respect, Madam Minister, I said that we were presented with information saying those who . . . 20 to 24 and 25 to 34 age group that seems to be the biggest problem that we have in terms of impaired driving deaths. I'm not talking about deaths, Madam Minister. I'm talking about those who cause accidents before they get to the point of causing further accidents and death. So those are two very different issues. So I'm asking you if you think we've got good statistics around those who get caught at a lower alcohol rate who are still involved in accidents? Do we have good statistics?

Hon. Ms. Harpauer: — Perhaps not good enough.

Ms. Chartier: — Clearly. Clearly there's a problem. But we have two jurisdictions that have had incredible results. So I'm wondering. You talked about court challenges in BC, and I

could be mistaken here, but I understand that much of that has woven its way through the courts. But what are you hearing about the challenges in Alberta and BC specifically?

[15:30]

Hon. Ms. Harpauer: — I have just read some recent articles on it but I don't know the details of it.

Ms. Chartier: — Would we perhaps be able to get some of that information this afternoon? This is an important piece here, that if one of the reasons the government isn't moving on this is because of court challenges in Alberta and BC, I'm very interested in hearing what's going on there and why we would be hesitating there.

Hon. Ms. Harpauer: — I haven't read past the articles that I've read, which are newspaper articles and easily accessible by yourself, and I don't have them here. I read them on our week when we had our week break, quite frankly.

But I have stated the reason why is because we are making very, very significant changes. We want to also get a lot of public awareness. The majority of the committee made these recommendations. We're implementing a large number of the recommendations immediately. It will be significant changes for Saskatchewan people, and it will make them hesitate in drinking and driving once they're implemented.

I understand that the official opposition members had one point they wanted to go farther. The government has chosen not to. I have said that we'd be making significant changes. We're also making a little bit harsher on the driver that you are talking about, which is the experienced, first-time . . . experienced driver, first-time offence, low blood alcohol content. However we just are not going to go as far as a vehicle impoundment. So I'm not sure what more I can say.

Ms. Chartier: — Well I would like to know . . . I obviously hear and understand that you are not planning on going there, but I would like to know why not. Why have you chosen not to follow Alberta and BC and implement a three-day vehicle impoundment in the warning range? And you've mentioned because you were following court challenges, but you heard about that last week. So I'm wondering if it's because of court challenges or for some other reason.

Hon. Ms. Harpauer: — No, it's not because of court challenges. I added it on after a lengthy conversation that perhaps you missed, that your colleague and I had prior to saying that is also something else that is a concern. I did not name it as the priority concern.

Ms. Chartier: — For my benefit, could you tell me why you've decided not to follow Alberta and BC on the three-day vehicle impoundment?

Hon. Ms. Harpauer: — The all-party committee made a number of recommendations. The majority of the recommendations is what we're implementing, is what the majority members had recommended. That is significant changes and it will be a significant change for the drivers within our province. They are included a longer suspension of driver's

licence. They include vehicle impoundment, longer time periods of vehicle impoundment. It also includes the mandatory interlock.

We feel that those recommendations, we can get them implemented. We are also going to be doing a greater effort on public awareness. And let's see what difference we can make to our statistics. I understand you want to target one more group farther than what we already have. Fair enough. We will agree at this point to disagree. We will see. Once this is implemented, we will be evaluating it. We may have to reconsider that later. I will never say never but at this point in time this is what we're doing, and it's pretty significant changes.

Ms. Chartier: — Admittedly I was part of that committee and part of making those recommendations and I would agree that when you come from the bottom of the pack that you have nowhere else to go but improve if you make any improvements. So I have no doubt that some of these measures will be very positive.

But to have a tool that, with all due respect, both the members on the committee and you are ignoring, that has saved lives . . . And I think I'll just leave it on the record here that I think that that is an absolute shame. This isn't about tinkering. This shouldn't be about incrementalism. This should be about taking bold steps which is power to Alberta and BC for taking those steps. So again I think that you're missing an opportunity. Undoubtedly these recommendations will make a difference in some people's lives but we're missing a key opportunity to save lives.

The Chair: — Mr. Vermette.

Mr. Vermette: — Thank you, Mr. Chair . . . [inaudible interjection] . . . Oh, okay.

The Chair: — No, go ahead.

Hon. Ms. Harpauer: — I would like to respond to that because I think it's offensive and it's an insult to the committee members to say that this is just tinkering. Because some of what we're implementing goes farther than BC and Alberta, quite frankly, than what they did. And for her to insinuate that following the recommendations of the committee is just tinkering, I think is ludicrous.

So let's go through this, Mr. Chair. For drivers up to 19 and drivers in the graduated driver's licence program on their first offence, we are implementing a 60-day immediate licence suspension. We will insist that they take the driving without impairment course within 90 days. There will be a three-day vehicle impoundment.

For the second offence for the drivers up to 19 and/or drivers in the graduated driver licensing program, there will be 120-day licence suspension. They will have to take the driving without impairment course, and there will be a voluntary interlock for 120 days after serving a 60-day licence suspension. The ignition interlock is to be paid for by the user, and the vehicle impoundment will be seven days.

For a third and subsequent offence for that category of drivers

will be an 18-month licence suspension, mandatory addiction screening, treatment, and education, voluntary interlock for one year, ignition interlock to be paid by the user, and a seven-day vehicle impoundment. I don't think I would call that tinkering.

And, Mr. Chair, for experienced drivers with blood alcohol content above .04 but below .08 — so not legally intoxicated — for the first offence is a 72-hour licence suspension and they'll have to take the driving without impairment course within 90 days. For a second offence it'll be a 21-day suspension of their licence and they'll have to take the course, as well as their vehicle will be impounded for seven days. And for a third and subsequent offence, Mr. Chair, it'll be a 90-day licence suspension, mandatory addiction screening, treatment, and education, mandatory interlock for one year, and the vehicle will be impounded for 14 days.

For drivers with a blood alcohol content above .08, Mr. Chair, the first offence will be immediate licence suspension up to the court disposition, the driving without impairment course within 90 days, mandatory interlock for one year, and that will have to be paid for of course by the user. There will be vehicle impoundment on that first offence for that driver that is intoxicated. For the second offence . . .

And I could go and on. This is not tinkering. This is fairly significant changes that we're making, some of which is going farther than BC and Alberta.

Ms. Chartier: — The reality is we heard from many presenters who said the one tool that was incredibly effective for culture change was in fact getting people to stop drinking and driving in the warning range.

These are all good things, and I was pleased to be a part of a committee that made these recommendations. It was a big honour to have an opportunity to work with members from the other side of the House, and I think these recommendations are good and incredibly positive. But we heard from organizations like MADD. We heard from people who work in impaired driving, who work directly with impaired drivers. We heard from Doug Beirness as I said, who's worked in traffic safety for more than 30 years, who have all said one of the key parts of making the shift was the vehicle impoundments in the warning range to change behaviours. And again, I have not diminished any of these recommendations. And excuse my language, of tinkering. I'm talking about incrementalism and I think a big piece of this . . . We could have done people in Saskatchewan a huge service by implementing the three-day vehicle impoundment in the warning range. And we will see some positive results from these recommendations, there is no doubt, but I think we missed a key opportunity.

Mr. Vermette: — I'll go, Mr. Chair. I've just, to the minister, you proposed some amendments for Bill 125, came in late last week, 255. Can you explain to me what those changes are because I mean they might be federal, but just to have an understanding for the committee and for myself just to understand it, I'd appreciate that.

Hon. Ms. Harpauer: — I'm going to ask the officials to respond to that.

Ms. Ferguson: — This amendment added section 255 of the Criminal Code into section 148 of *The Traffic Safety Act* and section 150.4 of *The Traffic Safety Act*. And the reason that was done was because it came to our attention that law enforcement is charging, not only under section 253 and 254, but also under section 255 for driving alcohol-related offences. So we wanted to make sure that those who were charged under section 255 were also included in the sanctions that were being imposed.

Mr. Vermette: — Okay. Again to the minister and officials, thank you for the clarification.

The Chair: — I recognize Ms. Chartier.

Ms. Chartier: — Thank you. Thank you, Madam Minister. I have some questions on, that would be the new clause no. 24 on booster seats. Do you need a moment or . . . No? Okay. The recommendation here is, or pardon me, not the recommendation. The piece of legislation around booster seats is that:

- (b) if the passenger is under the age of seven, weighs less than 36 kilograms but more than 18 kilograms and is less than 145 centimetres in height.

I'm wondering how you came to the age, of choosing the age of seven.

Hon. Ms. Harpauer: — It came to cabinet's attention actually just in discussion on the different recommendations that there was no age put in by the . . . The committee failed to put an age. And knowing some adult people that would perhaps, or at least teenage people would perhaps still have to sit in booster seats, we realized that we should put in an age, recognizing that there had never been anything in place within our province. So we thought that to get our parents involved and more engaged, that we chose the age of seven. I understand there's a couple of organizations that would prefer that to be eight. We had chose seven. We also think though that parents need to assume some responsibility. And this is again to get society engaged with the fact that children should be in booster seats that are smaller.

SGI works with the Saskatchewan Prevention Institute to train technicians in child passenger safety, and they have a network of about 150 technicians around the province. And these techs are trained in all stages of the child car seats, including the booster seats. So SGI also runs a summer car seat clinic campaign from May to the end of September where a booster seat is given away at each of these clinics, and SGI uses Booster Bear in the print advertising and promotional items that are given to people who attend the clinic. So we're making awareness. The age of seven was chosen. But yes, I've had two letters saying that it should be eight.

Ms. Chartier: — Thank you for flagging that. I think, as a member of the committee, I think I will put this on the record. I think it was an oversight on our part around not putting the age. And in fact, Dr. Susanna Martin who is the Saskatchewan representative on the Canadian Paediatric Society said, "An average age of attaining a height of 145 centimetres is about 11 years." They recommend . . . There was some different talk about ages, but never was it below seven.

But I would say that it was an oversight on the part of the committee. We wanted to get the height and weight because we were told that the height and weight is the critical piece. But not knowing again or the average age . . . I think about my own daughter here who is six. And if she attains that height and weight or if she doesn't, she is nowhere near that, I have to say. She is nowhere near that height and weight. So if I, as a parent, said oh, she's seven years old and doesn't have to use a booster seat anymore, there would be no legal requirement.

I think the goal . . . Could you tell me a little bit about the goal of this booster seat legislation? Because to my mind when we heard the presentation in the committee, it was about saving lives and injuries. Dr. Martin talked a great deal about some of the harm that can come to smaller people, so booster seat legislation should be about ensuring safety. And I'm rambling here a little bit. My apologies. So I think I'd like to know what your goal of the booster seat legislation is.

[15:45]

Hon. Ms. Harpauer: — Safety.

Ms. Chartier: — We know that the critical factor in protecting children is how their bodies fit the seat belt. So if they don't reach that average . . . They say according to the . . . This is a letter that we were cc'd on or received a copy of:

Research has shown that the child who is 145 centimetres tall and who weighs 36 kilograms will achieve proper seat belt fit in most vehicles. A child who is seven years of age would have to exceed the 100th percentile on the Centers for Disease Control and Prevention clinical growth charts for stature and weight to meet these criteria. Children with normal growth will not reach these height and weight benchmarks until they are between the ages of 8 and 12.

The whole point as you said is safety, and we're missing a whole number of children who won't be captured in this legislation where parents won't feel compelled necessarily to put their kids in booster seats.

Hon. Ms. Harpauer: — I guess we can both speak as parents, and I think responsible parents will make a judgment call on their child. I know with my two oldest daughters, although there was two years between them, the youngest daughter did not develop physically as quickly as the second daughter, and they ended up being the same size. And so even though there was two years between them, they remained in a booster seat for the same length of time. Their ages were obviously quite significantly different. So I don't think there is a magic number, magic age.

I commend SGI officials for the clinics that they put on because it does do the education that's for that child, that build, that height, build, etc. So I guess we had nothing. I mean we had nothing in place before. I think this will capture a large number. I think you could pick almost any age, any number, and you're going to miss someone unless the parent's responsible enough to take that into consideration. My oldest daughter was very tiny for a very long time.

Ms. Chartier: — I think your point about responsible parents is

a bit of a, not a challenge but the reality is having . . . I was aware of some of the Canadian pediatric stuff on booster seats. And I happen to have a daughter in that age range and so in that cohort right now. I knew about some of the booster seat stuff. But I know when Dr. Martin presented to the committee, my colleague from Cumberland and members on the opposite side of the House were quite amazed to learn about some of those statistics.

So it's not necessarily that you're not a responsible parent, but sometimes the information isn't readily available. Sometimes people are just hanging on, getting out the door in the morning, getting home at night, child care, all those things that fall between. So I don't think it's about responsible parents or people not being responsible parents. It's about information and not realizing that it's incredibly dangerous for small people to not be properly restrained and raised so the seat belt fits properly. So I don't think it's about simply responsible parents.

But I'm wondering in terms of the bill, I just want to clarify, for the purpose of this piece of legislation, is under the age of seven, does that mean six and under or does that mean seven until your start of your eighth birthday?

Hon. Ms. Harpauer: — Seven and under.

Ms. Chartier: — Seven and under. Okay, thank you for that. There are four other jurisdictions, four other provinces I believe who use the age of nine in their legislation. I'm wondering if you would be open to considering this.

We have this bill before us. It's a brand new piece of legislation. We have the Saskatchewan Prevention Institute requesting that it be the age of nine. We have the Canadian Paediatric Society recommending the age of nine. I'm wondering if you would be open to . . . As you said, there was no number recommended by the committee, which I think was an oversight. Would you be open to reviewing that number before we actually pass this legislation?

Hon. Ms. Harpauer: — Not immediately right now, no, because I think we need to educate our public, our families, get them engaged, get them moving in this direction for those that aren't already. And I know you talk about information, but I was a stay-at-home mom living on a farm, and I knew to use booster seats and use them until I felt comfortable that my child was physically large enough or tall enough.

I understand that you want total, absolute protection in a nanny state style. I understand that. But I think we need to start people thinking. I think we need to have more public awareness. And we are opening this, we can open the Act again. This will address the majority of the small children.

Ms. Chartier: — I think you're hearing from organizations who say in fact you're not addressing the majority of children that size. The fact is that they don't reach that size until actually over age 10. So with all due respect, you aren't capturing the majority of children. And again on that, that is quite insulting that you would say that about the nanny state. This is about making sure families have information and families have some encouragement to keep their kids . . . You know what? As a parent, as a parent of a six-year-old, it makes my job far

easier if . . .

I remember growing up and seat belts weren't mandatory for the first few years when I was growing up. My dad was a cop. We used seat belts in the front seat before anybody else, and I remember moving to the back seat and starting to use the seat belts. The reality is not everybody is aware of some of the dangers that can happen when you don't have a proper fitting seat belt. That's why we have seats that raise and lower in newer cars because there are people who are shorter of stature. This is about keeping people safe, and small people.

Hon. Ms. Harpauer: — So I take it that your recommendation would be that it be mandatory — not encouraging, making it law — for 10 and under.

Ms. Chartier: — Up until the age . . . following the other four jurisdictions and changing it from age seven to age nine.

Hon. Ms. Harpauer: — It's my understanding from what you said is that really, truly you're not capturing half, even half the children unless you go to age 10. So with due respect, we're not going to that age.

Ms. Chartier: — Just to clarify, children with normal growth will not reach these height and weight benchmarks until they are between the ages of eight and twelve, according to the Centers for Disease Control and Prevention clinical growth charts — between the ages of eight and twelve. So as you pointed out, there are some children who will not . . . If the age was nine, you aren't capturing everyone, but you're capturing more than you would. So I merely asked if you'd be open to that while we have this legislation open and before us right now.

Hon. Ms. Harpauer: — No.

Ms. Chartier: — Well thank you for that. I don't think I have any further questions.

Mr. Vermette: — I have no further questions, Mr. Chair.

The Chair: — Seeing that there are no other questions or comments from any committee members, seeing none, we will proceed to vote on the clauses. Clause 1, short title, is that agreed?

Some Hon. Members: — Agreed.

The Chair: — Carried.

[Clause 1 agreed to.]

[Clauses 2 to 17 inclusive agreed to.]

Clause 18

The Chair: — I recognize Mr. Hickie.

Mr. Hickie: — Mr. Chair, I recommend that the committee vote against clause 18, as I plan to move an amendment that inserts a new clause.

The Chair: — Thank you, Mr. Hickie. As you would like to insert a new clause, I would like to remind members what our *Rules and Procedures* state. Pursuant to rule 86(1):

During proceedings in a Committee of the Whole on Bills, the preamble shall be first postponed, and then every clause considered by the committee in its proper order that being clauses, new clauses, schedules, new schedules and the preamble and the title to be considered last.

Therefore the proper course would be to vote against the clause and insert a new clause at the end. Clause 18, is that agreed?

Some Hon. Members: — No.

The Chair: — Defeated. The clause 18 is defeated.

Clause 19

The Chair: — I recognize Mr. Hickie.

Mr. Hickie: —

Clause 19 of the printed Bill

Strike out subsections 150.4(1) and (2) as being enacted by Clause 19 of the printed Bill and substitute the following:

“(1) A driver who is convicted of an offence pursuant to clause 253(1)(a) of the *Criminal Code* is only eligible to apply to have his or her driver's licence reinstated if:

(a) in the circumstance where the driver has not been previously convicted of an offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the conviction, he or she participates in any prescribed program required by the administrator;

(b) in the circumstance where the driver has been convicted of one previous offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the conviction, he or she participates in any prescribed program required by the administrator; or

(c) in the circumstance where the driver has been convicted of two or more previous offences pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the conviction, he or she:

(i) completes an education or recovery program recommended by an addictions counsellor; and

(ii) if he or she completes the education or recovery program mentioned in subclause (i), is considered by the addictions counsellor to be at low risk for continued impaired driving.

“(2) Subject to subsection (3), if a driver is convicted of an offence pursuant to clause 253(1)(a) of the *Criminal Code* and the driver is permitted by law to apply to

participate in an ignition interlock program, the driver is eligible to have his or her driver's licence reinstated before the expiry of the period of suspension on the condition that, in addition to complying with the other requirements set out in this Act and the regulations, the driver:

(a) subject to subsection (4), does not drive a motor vehicle unless the vehicle is equipped with a prescribed ignition interlock device for a period of:

(i) if the driver has not previously been convicted of an offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, one year following the enrolment in the ignition interlock program;

(ii) if the driver has previously been convicted of one offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, two years following the enrolment in the ignition interlock program; or

(iii) if the driver has previously been convicted of two or more offences pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, five years following the enrolment in the ignition interlock program;

(b) participates in the prescribed ignition interlock program; and

(c) complies with any terms and conditions imposed by the administrator”.

Thank you.

The Chair: — Mr. Hickie moved the amendment to clause 19. Do committee members agree with the amendment as read?

Some Hon. Members: — Agreed.

The Chair: — Agreed.

[16:00]

[Clause 19 as amended agreed to.]

[Clauses 20 to 32 inclusive agreed to.]

Clause 18

The Chair: — I recognize Mr. Hickie.

Mr. Hickie: —

New Clause 18 of the printed Bill

Add the following Clause after Clause 17 of the printed Bill:

“New section 148

18 Section 148 is repealed and the following substituted:

“Suspensions — 80 milligrams of alcohol or greater or for refusing to comply with demand

148(1) In this section:

(a) **‘approved instrument’** means an approved instrument as defined in subsection 254(1) of the *Criminal Code*;

(b) **‘approved screening device’** means a prescribed device for analysing a sample of breath or blood.

(2) A peace officer shall do the things set out in subsections (3) and (12) if:

(a) the peace officer has reasonable grounds to believe, based on an analysis of a driver's breath or blood by means of an approved instrument or an approved screening device, that a driver drove a motor vehicle while the venous blood of the driver exceeded 80 milligrams of alcohol per 100 millilitres of blood; or

(b) the peace officer has reasonable grounds to believe that a driver failed or refused, without reasonable excuse, to comply with a demand made pursuant to section 254 of the *Criminal Code*.

(3) In the circumstances mentioned in subsection (2), the peace officer shall immediately:

(a) suspend the driver from driving a motor vehicle;

(b) if the driver holds a valid driver's licence or any other permit authorizing the driver to drive a motor vehicle, require the driver to immediately surrender his or her driver's licence or permit;

(c) cause the motor vehicle that the driver is driving to be immobilized or impounded; and

(d) issue and serve on that driver a notice of suspension and immobilization or impoundment.

(4) A notice of suspension and immobilization or impoundment served on a driver pursuant to this section:

(a) is effective immediately;

(b) is effective notwithstanding that the peace officer is unable for any reason to take possession of the driver's licence or permit; and

(c) prohibits the driver from applying for or holding a driver's licence during the period of suspension set out in this section.

(5) If, in the circumstances mentioned in subsection (2), a driver is served with a notice of suspension and immobilization or impoundment pursuant to this section and the driver is charged with an offence pursuant to clause 253(1)(b), subsection 254(5) or section 255 of the *Criminal Code*:

(a) the driver is suspended from driving a motor vehicle until:

(i) the prosecution of the offence has been stayed or withdrawn; or

(ii) the driver has been acquitted or convicted of the offence; and

(b) the motor vehicle the driver was driving at the time he or she was served with the notice of suspension and immobilization or impoundment is, on the service of the notice, immediately impounded or immobilized for:

(i) if the driver is charged pursuant to subsection 254(5) or subsection 255(2.2) or (3.2) of the *Criminal Code*, a period of 60 consecutive days;

(ii) if the driver is charged pursuant to clause 253(1)(b) or subsection 255(2.1), (2) or (3.1) of the *Criminal Code* and the venous blood of the driver exceeds 80 milligrams of alcohol per 100 millilitres of blood but less than 160 milligrams of alcohol per 100 millilitres of blood, a period of 30 consecutive days; or

(iii) if the driver is charged pursuant to clause 253(1)(b) or subsection 255(2.1), (2) or (3.1) of the *Criminal Code* and the venous blood of the driver is equal to or exceeds 160 milligrams of alcohol per 100 millilitres of blood, a period of 60 consecutive days.

(6) Notwithstanding that the period of suspension in subsection (5) has expired, a driver who has been subject to a notice of suspension and immobilization or impoundment pursuant to this section is only eligible to apply to have his or her driver's licence reinstated if:

(a) in the circumstance where the driver has not been subject to a previous notice of suspension and immobilization or impoundment pursuant to this section in the 10 years preceding the date of the issuance of the notice of suspension and immobilization or impoundment, he or she participates in any prescribed program required by the administrator;

(b) in the circumstance where the driver has been subject to one previous notice of suspension and immobilization or impoundment pursuant to this section in the 10 years preceding the date of the

issuance of the notice of suspension and immobilization or impoundment, he or she participates in any prescribed program required by the administrator; or

(c) in the circumstance where the driver has been subject to two or more previous notices of suspension and immobilization or impoundment pursuant to this section in the 10 years preceding the date of the issuance of the notice of suspension and immobilization or impoundment, he or she:

(i) completes an education or recovery program recommended by an addictions counsellor; and

(ii) if he or she completes the education or recovery program mentioned in subclause (i), is considered by the addictions counsellor to be at low risk for continued impaired driving.

(7) Notwithstanding subsection (5), but subject to subsections (8) to (11), if a driver is convicted of an offence pursuant to clause 253(1)(b), subsection 254(5) or section 255 of the *Criminal Code* and the driver is permitted by law to apply to participate in an ignition interlock program, the driver is eligible to have his or her driver's licence reinstated on the condition that, in addition to complying with the other requirements set out in this Act and the regulations, the driver:

(a) subject to subsections (8) and (10), does not drive a motor vehicle unless the vehicle is equipped with a prescribed ignition interlock device for a period of:

(i) if the driver has not previously been convicted of an offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, one year following the enrolment in the ignition interlock program;

(ii) if the driver has previously been convicted of one offence pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, two years following the enrolment in the ignition interlock program; or

(iii) if the driver has previously been convicted of two or more offences pursuant to clause 253(1)(a) or (b), subsection 254(5) or section 255 of the *Criminal Code* in the 10 years preceding the date of the conviction, five years following the enrolment in the ignition interlock program;

(b) participates in the prescribed ignition interlock program; and

(c) complies with any terms and conditions imposed by the administrator.

(8) A driver mentioned in subsection (7) may apply to enrol in a prescribed ignition interlock program on the latest of:

- (a) the date the driver is eligible to participate in an ignition interlock program pursuant to the *Criminal Code*;
- (b) the date the convicting judge or court has ordered that the driver may participate in an ignition interlock program; and
- (c) the prescribed date.

(9) If the administrator is satisfied that a driver mentioned in subsection (7) has not fully complied with the prescribed ignition interlock program or any terms and conditions imposed by the administrator, the administrator may extend the period during which the driver must drive a motor vehicle with a prescribed ignition interlock device.

(10) If a driver satisfies the administrator that, for a prescribed reason, he or she is unable to comply with subsection (7), the administrator may, with respect to that driver:

- (a) waive the requirements set out in subsection (7);
- (b) in accordance with the regulations, terminate the suspension effective on a date that the administrator considers appropriate;
- (c) require the driver to participate in a prescribed program; and
- (d) impose any terms and conditions on the driver that the administrator considers appropriate.

(11) A driver described in subsection (10) is eligible to have his or her driver's licence reinstated, subject to any other terms and conditions imposed on the driver by the administrator pursuant to this Act.

(12) If a peace officer suspends the driver's licence of a driver pursuant to this section, the peace officer shall:

- (a) keep a written record of the driver's licence suspended by the peace officer;
- (b) provide the driver whose driver's licence is suspended with a written statement, in the prescribed form, of the time from which the suspension and immobilization or impoundment takes effect;
- (c) if the driver surrenders his or her driver's licence, give the driver a receipt for the driver's licence; and
- (d) promptly send the driver's licence, and any other prescribed documents or prescribed

reports, to the administrator.

(13) A motor vehicle that is immobilized or impounded pursuant to this section is to be dealt with in the manner set out in section 150.2.

(14) This section applies, with any necessary modification, to a driver who is a non-resident”.

Thank you.

The Chair: — Is the new clause 18 as amended agreed?

Some Hon. Members: — Agreed.

[Clause 18 as amended agreed to.]

The Chair: — Carried. Her Majesty, by and with the advice and consent of the Legislative Assembly of Saskatchewan, enacts as follows: *The Traffic Safety Amendment Act, 2013 (No. 2)*. Is that agreed?

Some Hon. Members: — Agreed.

The Chair: — Carried. I would ask a member to move to report Bill No. 125, *The Traffic Safety Amendment Act, 2013 (No. 2)* with amendment. Mr. Moe has so moved. Agreed?

Some Hon. Members: — Agreed.

The Chair: — Carried. Would Madam Minister like to have a few closing comments?

Hon. Ms. Harpauer: — Thank you, Mr. Chair, and indeed I would. I would like to thank the officials for being here today to help assist with any questions that any of the members had. As well I would like to thank the members for their interest in this bill. And I think Mr. Hickie needs a commendation, obviously for reading all of that into the record. That was awesome. And thank you to the opposition members for their thoughtful questions.

The Chair: — With that, I will ask . . . This committee now stands in recess until 7 p.m. tonight.

[The committee recessed from 16:12 until 19:00.]

The Chair: — Well welcome back, committee members. We will continue this evening with the committee considering the estimates for the Ministry of Central Services. We were scheduled to do Public Service at 10, but that has now been moved. So this is the only item that will be on the agenda, be from 7 o'clock to a little after 10. I would like to remind officials to introduce themselves when they speak for the first time for purpose of Hansard.

So we will now begin our consideration of vote 13, Central Services, central management and services, subvote (CS01). Madam Minister, do you have an opening remark? And if you'd like to also introduce your officials at this time.

**General Revenue Fund
Central Services
Vote 13**

Subvote (CS01)

Hon. Ms. Heppner: — Thank you, Mr. Chair, and good evening to committee members. I'm pleased to be here this evening to provide information on Central Services and the lean initiative.

I will start by introducing my officials. To my left is Richard Murray, acting deputy minister of Central Services. To his left is Evan Ulmer, director of financial services. Behind us is Greg Lusk, executive director of commercial services; Rebecca Sengmany, director of financial services; my chief of staff, Kirsten Swan. And from Education, as lean is housed in the Ministry of Education subvote for this year, we have with us this evening Dan Florizone, deputy minister of Education and the deputy minister responsible for lean, and Don Wincherauk, special adviser to deputy minister responsible for lean.

Central Services is the main supplier of services that support other ministries and their staff, ensuring smooth operation of executive government. The ministry is responsible for property management, project management and delivery, information technology, transportation services, purchasing, risk management, records management, telecommunications, and mail services.

In the year since this committee met last, a significant amount of work has been undertaken by the ministry. I think perhaps the most publicly visible building project that we have under way is the restoration of the dome on the Legislative Building itself. The ministry has begun this important design and pre-construction work, and we are looking forward to construction work in the coming months as we work to restore this historic building.

Central Services also continues to take steps this past year to reduce government's overall environmental footprint by operating and managing our buildings in a sustainable manner. We currently have 16 buildings and another four waiting certification under the BOMA BEST [Building Owners and Managers Association building environmental standards] program. BOMA is the leading environmental recognition program for existing buildings in Canada, administered by the Building Owners and Managers Association of Canada.

In addition we have six buildings that have received or are waiting silver certification under the leadership in energy and environmental design program, known as LEED. The new living unit at the Prince Albert Correctional Centre will also be constructed to this standard.

The ministry offers service to the public through the Saskatchewan air ambulance program, a partnership between the Ministry of Central Services and the Ministry of Health. And I want to thank the dedicated men and women of air ambulance program who are available 24-7. Because of them, hundreds of critically ill and injured patients are transported to the urgent medical care that they need. Central Services is pleased to provide the pilots, the hangar space, and aircraft for

this important public program.

Last year Central Services worked with provinces of BC [British Columbia] and Alberta to issue the first joint tender under the New West Partnership Agreement. The three-year tender will help the provinces involved realize the best value on their vehicle purchases. As a result, we'll be able to refresh our vehicle fleet in an efficient and cost-effective manner. The tender also makes it easier for government and industry to do business with each other.

I'm also happy to report that Central Services worked with other ministries to make the best use of our vehicle fleet. As a result, our overall fleet size has been reduced from 5,800 vehicles to 4,500, resulting in savings across government.

One of the key projects of the IT [information technology] division this year was the modernization of our email infrastructure. This upgrade helps protect the security of government email, especially from spam and viruses that could infect our computer systems. It was a fairly large undertaking involving more than 15,000 email boxes, and it moved our email technology forward about 10 years.

I was also pleased to report last month on the launch of the new SaskTenders website. It is the one-stop window to public sector purchasing in Saskatchewan. The new site was a collaborative effort of many of our people, and we are pleased with the positive feedback we have received. It's now easier for business to access tender opportunities from all government sectors.

I'm proud of the programs and services the ministry has provided over the past year, and I'm excited about plans for the coming year. This fiscal year the ministry will focus on projects and initiatives that enhance our IT infrastructure and improve the safety of our buildings.

The IT division of Central Services is rolling out Windows 7 to all the computer desktops across government. This will be a significant but necessary investment of \$7.4 million for deployment and \$3.5 million for hardware and internal costs. It will replace old technology that is no longer supported by Microsoft. Just as importantly, it ensures employees have the modern tools they need to continue delivering quality programs to Saskatchewan people.

A further \$5 million has been earmarked to rationalize government computer applications. Government currently has approximately 1,500 applications. Many of those are duplications or running on technology that is now over 40 years old. The application project will not only ensure that we have the right computer applications in place to serve the public but that we provide those services in the most cost-effective way possible.

In addition to the IT portfolio, this year Central Services will dedicate significant resources to maintaining the operation and safety of the buildings for which it is responsible. Ensuring properties are safe for the public, our clients, contractors, and our co-workers is a top priority for everyone in the ministry. New maintenance funding of \$758,000 will be invested to address health and safety projects such as improved fall protection measures along with mould and asbestos

remediation.

Capital project priorities and investment for this year include upgrading the Swift Current Court House; retrofitting Kramer Place in North Battleford; upgrading the Gemini Warehouse in Regina; upgrades at Lloyd Place in Regina, including the parking lot; upgrading Saskatoon Correctional Centre, which includes improvements to the living units. Not only will these projects result in much needed infrastructure improvements, they will create jobs and stimulate investment in local communities across the province.

I would now like to highlight lean, as the minister responsible for this government-wide initiative. I would just like to highlight that lean has moved from Central Services to the Education subvote. This move occurred because the deputy minister responsible for lean is also the deputy minister of Education. Transfer of the office ensures the deputy minister has accountability for lean dollars and FTEs [full-time equivalent]. While the money for lean is no longer housed in Central Services, as Minister Responsible for Lean I am happy to talk about our government-wide lean initiatives.

Lean is helping employees and managers take a step back from their daily routine to ask clients and customers how things are done, how improvements can be made, and how business processes can be streamlined. It is resulting in significant improvement in both quality and efficiency across the public service. For example, we are eliminating backlogs in waiting lists. We had a backlog of 2,200 out-of-country health claims that we've eliminated. This means a more timely service for patients and their families.

We've removed processing times. Student loans can be processed in two to three days, down from 12 days. This means 12,000 students across the province will know their student loan status on a more timely basis. With respect to oil and gas administration, the time to conduct a technical review was reduced from more than 30 days to one, and the number of days to notify a company of a drilling decision declined from four days to one. This has resulted in significant cost savings for industry.

And we're hearing from customers, employees, managers, and experts. A government employee said, "We work smarter, not harder, and the more we work with lean, the more improvement we see." And lean is responsive and responsible government. And I'm glad to see the cost savings, efficiencies, and productivity gains that lean is accomplishing government-wide.

Thank you, Mr. Chair, and I'm happy to take any questions committee members may have.

The Chair: — Just one other item I forgot to mention. Jennifer Campeau is substituting for Darryl Hickie tonight. I'll turn the floor over to members who have questions. Ms. Sproule.

Ms. Sproule: — Thank you very much, Mr. Chair, and thank you, Madam Minister, for those comments, and to the officials for coming out tonight for this portion of the estimates.

I'm going to start off right off the top with some correspondence I had with you, Madam Minister, back in

October regarding the Archives Board. And I believe Archives moved over to Central Services in one of the last reorganizations. This is on behalf of some academics at the University of Saskatchewan who are having a lot of difficulty obtaining research information in a timely fashion in terms of their time frames for research. And one of the frustrations I believe that is occurring is that quite often these records that they're trying to access have restricted information. And apparently I think in order to get access to it, each piece of the information has to be reviewed individually by one of your staff.

And I know there are different ways of handling that. I understand that in Ontario what happens with the academics is that there are agreements made not to disclose, so that the individual staff doesn't have to go through each piece of paper to determine whether there are privacy issues. And I guess that would be my first question: is your ministry and is the Archives Board looking at ways to facilitate academic research in a more timely fashion?

Hon. Ms. Heppner: — Thank you for the question. I know that Archives is accessed quite often by not just academics, but a lot of other groups of people. And the issue that you raised is I think a valid one. However, we are bound by legislation, privacy legislation, HIPA [*The Health Information Protection Act*] legislation. But to your point, it is something that has been discussed with the folks at Archives as well and it is definitely something that we are willing to look at to make access easier.

Ms. Sproule: — Thank you for that. I know that amending other pieces of legislation is a cumbersome and time-consuming piece as well. In terms of Archives itself, I looked at the allocations or the estimates for Archives over the last few years. It seems to be fairly stable. Can you tell me what the FTEs are right now for Archives?

Hon. Ms. Heppner: — How Archives is staffed is the responsibility of the Archives Board. We provide an annual grant. They are an arm's-length organization. The staff and FTEs they have are not government FTEs. I don't have the information in front of me right now. It would be in their annual report. But I will endeavour to track that information down and get it to you.

Ms. Sproule: — Okay. Thank you very much. One of the concerns I know that the particular academic that was raising the issue with me indicated was he's being told by staff at Archives Board the reason for delays in some of the materials they're asking for is the shortage of staff. So I just wonder if the allocations coming from your ministry, are there any considerations for providing more funding so that they can get the necessary staff to deal with these delays until such time that perhaps the relative or related legislation can be amended?

Hon. Ms. Heppner: — In my discussions with Archives, their annual grant has never been raised as an issue when it comes to staffing. As I said, it's up to the Archives Board to hire the staff and specialists that they feel that they need. But we are in conversation regularly with Archives and if they raise this as an issue, I'm happy to take that forward, looking at the next budget cycle. But it's not a specific issue that they've raised with me.

Ms. Sproule: — All right. Thank you very much. I think over the evening — I'm going to apologize in advance — I'll be bouncing around a little bit from topic to topic and going back to some previous comments and discussions in previous years to get updates and things like that, so bear with me.

I'm just going to go back to the estimates from 2013, April 9th, and one of the things you indicated in your opening comments was about the new Linkin system, I think at Social Services, and you were working with them to develop this new system. So my first question is, who did you contract to do the Linkin system? Which company?

Mr. Murray: — Richard Murray, acting deputy minister, Central Services. Linkin is a multi-year program to implement a commercial, off-the-shelf solution to replace really what was a high-risk, aging IT infrastructure to support the child and family services program which is a core mandated program and part of the Ministry of Social Services. This program represents a ministry-wide business and technology transformation, and over time we'll probably incorporate most of the core processes from the Ministry of Central Services.

The ministry runs the Linkin program while the technical implementation within the program are being managed by our IT division. IT division hosts the application and supports all the components that are in production, and the IT division will support the application once complete. That has been contracted out to a firm called Curam and they are a global company that really specializes in child and family services type work.

[19:15]

Ms. Sproule: — Yes, I read somewhere else about Curam and the fact that they have been providing this in a very wide range of systems. Some of the questions that I would like to ask is in terms of how the front-line staff and the front-line workers were engaged when the system was developed because I understand there's some concerns from them in terms of its efficiencies and its efficacy. So was there a lean process engaging the front staff when Linkin was brought in?

Mr. Murray: — I guess I'll note that the Linkin program is a business application that rightly resides within the Ministry of Central Services. So while we do the application development, the hosting, it really is the Ministry of Social Services that could answer questions related to implementation or business process improvements within that ministry. We facilitate the development. We procure the consultant staff and software and hardware solutions on their behalf, but it's the ministry that manages all of those business type improvement functions.

Ms. Sproule: — All right. Thank you. Does your ministry provide any sort of evaluation of the program itself once it's up and running?

Mr. Murray: — Of the software application or the business program?

Ms. Sproule: — The software itself.

Mr. Murray: — I would suggest that we would work closely with the ministry post-implementation to weigh successes and

always looking at possible ways and improvements for a large-scale application like that.

Ms. Sproule: — I understand one of the most difficult frustrations for front-line staff is the tendency for documents to disappear when they're being saved, and I think there's a significant amount of time that's being lost to try to relocate those documents. So that sounds like a software issue and I not sure if you're aware of it or something that's been brought to your attention, but certainly that would be a software issue I guess that your experts would be engaged to rectify.

Mr. Murray: — Absolutely. I'm not aware of any such issues with that application. I understand that that implementation is going quite well. So I'm not familiar with any missing document type issues.

Ms. Sproule: — Certainly I'll try and get more information then and ensure that it's placed on your desk. All right. So I understand that that's something we need to follow in terms of functionality with the Social Services ministry.

You indicated in your opening comments you now have six buildings that have achieved LEED silver, and last year there was three. So what are the three new ones that have been brought on as LEED-approved silver, LEED silver?

Mr. Murray: — The ministry has adopted environmental standards in LEED for all new construction projects and has adopted the BOMA BESt program for existing buildings. I just want to clarify that LEED is a standard on the construction side of buildings. So points are obtained for a variety of different features. A bicycle stand to encourage folks to bring bikes gets you additional points. Parking stalls allocated to carpooling gets additional points. So we're quite big on the LEED.

The two new buildings for LEED silver are the Century Plaza in downtown Regina — that's a joint effort between Central Services and Harvard Developments — and the Regina Provincial Correctional Centre. The new construction work that we've done out there has also gained LEED.

And then four previous are the Saskatchewan Disease Control Lab here in Regina, Cooper Place in Regina, the new Meadow Lake Court House, and Pine Grove Correctional Centre work that we've done up in Prince Albert.

Ms. Sproule: — Can you describe what Cooper Place is?

Mr. Murray: — Pardon me?

Ms. Sproule: — Can you describe what Cooper Place is?

Mr. Murray: — Oh, Cooper Place is an office building here in Regina.

Ms. Sproule: — And who's housed in there right now?

Hon. Ms. Heppner: — Public Service Commission has some space in there. It's predominantly I believe treasury board and Finance as well. There might be some other tenants, but those are probably the two main ones.

Ms. Sproule: — And the Century Plaza development with Harvard Developments, can you tell us more about the contractual arrangement with Harvard Developments?

Mr. Murray: — Yes. We're joint tenants in that building under what they call a condo arrangement. So we have a condo board just like a traditional condo that you might purchase yourself. We have a condo board. Both entities, Central Services and Harvard, reside in the building. Harvard has space on the main floor. Central Services fills the remainder of the building, and we operate it collaboratively, if you will, on a condo type arrangement.

Ms. Sproule: — Thank you. In terms of voting in this condo arrangement, how do they split a tie?

Mr. Murray: — Our ministry has 60 per cent, Harvard has 40.

Ms. Sproule: — Thank you. I just found out that Deputy Minister Florizone is only here for this portion of the meeting. Is that correct? Okay. I didn't know that. So I think what I will do is shift to lean right now. I was going to do that later, but I'm sorry. I was unaware of that, Mr. Chair. Just some basic questions then on the lean initiative. First of all, how does the lean initiative across the government work?

Mr. Florizone: — I can perhaps begin . . . Sorry, Dan Florizone, deputy minister of Education, deputy minister responsible for the lean initiative. And I want to begin by thanking you for the question. One of the key areas that we've been working towards for several years — and this certainly predates government, the current government — is to look at quality improvement, the way we examine services that are delivered, the engagement of staff in coming up with ideas that could lead to those improvements. But there was something that I need to say was particularly creative with respect to the lean initiative, and that is that a paramount focus was a focus on the customer, the client, the patient, on the student, on those we serve. That could be an internal individual or group, or it could be external, but ultimately we were concerned about those that are the ultimate recipient of government services.

When we launched lean, it was based on some early work within one of the health regions, translated to health authorities writ large, translated into the Ministry of Health and then across government. So the beginning of the lean initiative across government was to identify at a minimum two key areas where clients, residents, patients, citizens were being served.

We asked every ministry across exec government to identify what we refer to as two value streams. Simply put, a value stream is an experience of a client or citizen. We look at that experience from beginning to end. We gather teams to be able to map it. And we identify those steps in a process that are either value-added or non-value-added to the citizens that are served.

The reason for identifying and mapping value streams is it brings clear focus to the improvement, energy, and effort that needs to be undertaken. Our whole objective then is to focus in on those areas that are non-value-added, to be able to eliminate or reduce those areas, and we set targets to be able to achieve those improvements. The value stream is mapped on a current

state, and we engage teams to identify what a future state would look like.

So initiation was two value streams per ministry, and we initiated right across government in terms of the improvements. Now we have many examples of the improvements that were undertaken and the effects that those had on citizens, on businesses, and internal customers. If it is Government Services, then obviously ministries and other ministries would be the recipients of those services. So those examples are all arising out of initiative that was taken through the mapping exercises and through the improvement initiatives that were undertaken within those ministries.

Now in terms of the governance, the deputy minister responsible for lean and the Minister Responsible for the Lean Initiative are fairly recent additions. We have had lean as part of a simplification subcommittee of public service renewal. Public service renewal is the effort across government to look across the public service at a range of areas, including simplifying our services, understanding what's core to what government does, being able to focus in on citizen-centred services and configuration of those services. And those are like examples of where lean fit in very nicely with that initiative.

So my responsibility right now is not to undertake every lean initiative within every sector but rather to provide the support through my minister for lean deployment and to continue the energy around the improvement effort across government. In the early days, we needed support from consultants, and we've used consultants not to simply lead us every step of the way but to train us, orient us, and allow us to take over those initiatives. And if I have a few minutes, I can certainly speak about what that has meant for the public civil service.

Ms. Sproule: — If I could just get clarification on something you mentioned earlier, you said, two value streams. When you're describing them, I'm not sure, was one the process that identified value, and the other stream was the non-value stream?

Mr. Florizone: — No. What we do is we take a look at the whole of the experience, value and non-value, and look at it for what it is. So when we map a current state, simply put, if these are the types of value streams that you can follow a client on, you would walk with the client and walk through the exact steps and touchpoints in a particular process from beginning to end and from that mapping, understanding with the client what was value-added and what wasn't.

Now it's important to note, just because it wasn't value added for the client doesn't mean you can simply eliminate it. Some of those are requirements because of legislation, because of requirements under the law, and we certainly acknowledge that. But there's a great deal that remains in many of our processes throughout the civil service and throughout the various sectors that would be considered non-value-added and waste from the client's perspective.

Ms. Sproule: — Certainly yes, and I've been involved in those types of processes as a public servant for many years now. So I have been through the mapping process.

When you first started talking, you talked about two key areas,

and then you said, two value streams. So I don't know if I misunderstood. But I just need that high level: what are those two key areas? I want to make sure I understand.

Mr. Florizone: — So what I mean by two key areas is we ask the ministries to pick two key areas and map them, value stream them.

Ms. Sproule: — So the ministries themselves choose which key areas they want to focus on?

Mr. Florizone: — That's correct. That's how we initiate it.

Ms. Sproule: — Okay. So that's their choice and then at that point you commence with the process.

Mr. Florizone: — Right. Now since that initial implementation, I can tell you that we have now been a little more eager to lead ministries into certain value streams. So by example we've asked them to select value streams that are citizen facing and to concentrate more . . . so in education, more on student-facing services than business-facing services. These tools, these approaches are very powerful and as you've mentioned, we've been doing them for years in certain ways, but what the new and revised approach is is to be able to map from the perspective of the customer or the client, from those we serve.

So in terms of the improvements, we've had 520 lean improvement events across government. So you can count them two at a time but there's a multiplication factor here and that is that these have spread from government into various sectors and this is executive government alone and the school divisions and post-secondary. Health is a different matter in terms of the acceleration of improvement.

So if we were to take a look at the 520 of these improvement events, 43 of them were in school divisions, 42 of them were in post-secondary institutions. That would be universities, SIAST [Saskatchewan Institute of Applied Science and Technology], regional colleges. We had 321 of those events were specific to value stream mapping. So not everything now means you need to do a full-blown value stream map. We like to have ministries start there, but I can tell you that the ideal over time is daily improvement, to be able to use these methods and these tools on a daily basis to think through what improvements could be made that would have a clear impact on the citizens we serve.

[19:30]

Ms. Sproule: — Thank you for that clarification. I guess there's some confusion now having sort of yourself in a different ministry and this minister, and so we'd like some clarification on how this is being coordinated. So are you meeting with this minister on a weekly basis or is this just something you touch base by emails or how are you working out the arrangement with the minister in charge of lean and the fact that you are reporting to the Minister of Education?

Mr. Florizone: — We have a unique relationship in that I have direct reporting obligation to the Minister Responsible for Lean. We generally cover off through monthly briefings and regular updates so we'd be in contact whether it be by phone or other

means to provide updates and to seek advice and direction.

The thing that's unique about this relationship is that I also work very closely with other deputies across government. So they are responsible for deployment of lean, deployment of improvement, responsible for the quality of the services that they provide through their ministries. So while we can be coaxing and certainly a catalyst for change, I don't want to leave you with the impression that my minister or I are somehow responsible for every step, every improvement that occurs. Many of these improvements are happening even as we sit here today. They're happening because of great ideas that are being generated.

Ms. Sproule: — What would you consider your time allocation to lean as opposed to your duties as the deputy minister of Education?

Mr. Florizone: — The last few weeks may not be a great reflection just given all of the activity and the interest, media and otherwise. But I would suggest that it would probably be about 10 to 15 per cent of my time, generally. And certainly this past few weeks, it's been much larger in terms of its allocation. Now I am obviously responsible for the Ministry of Education, the work that's being undertaken in Education and there is a certain amount of lean deployment that is occurring in Education. So that is part and parcel and would be part and parcel of my obligation as the deputy minister.

Ms. Sproule: — And are your lean activities as the deputy minister of Education part of that 10 to 15 per cent through central agencies or is that in addition to?

Mr. Florizone: — That would be in addition to. Part of what we've been working through, and I can say this as a previous deputy of Health, is as you're moving towards improvement and the improvement work as things accelerate, most of your day, most of your time is spent making improvements. So as deputy of Health, I was on the floor in health facilities. I was facilitating and assisting in the improvements that were occurring. We're not at that stage with Education, but I can tell you that one of the clear lean initiatives that we undertook was the area of strategic deployment or policy deployment.

The new strategic plan for the education sector, we did that without any consultant support. We did that and undertook that through the training that was gained through the deployment in the health sector and we translated across the education sector to 28 school divisions. That deployment took considerable time. If we were to refer to that as time spent with lean, I think it would be an understatement. That's time spent with creating the kinds of conversations and work that's necessary to make improvements within the education sector at large.

Ms. Sproule: — Obviously as deputy minister of Education, it's a very important job and very demanding. Do you see that you will continue on with this arrangement with the minister or maybe the minister and the Education minister have made an arrangement for your role as the deputy minister responsible for lean? Is this something that will continue for a long period of time or is this considered to be short term?

Mr. Florizone: — I say this with the greatest of respect. I don't

know. I serve at the pleasure of cabinet and as long as the feeling is, I would hope, that I'm filling my role to the extent, greatest extent possible and that I'm meeting their expectations, that I could continue doing both. But that would be at their pleasure.

Ms. Sproule: — Perhaps the minister, do you have any sort of forecast in terms of how long you will need to have this position and this time taken from the deputy minister of Education?

Hon. Ms. Heppner: — Deputy Minister Florizone's role is not one that's dictated by me. And I have to say, I'm quite happy to have him as the deputy minister responsible for lean. Dan's got a pretty amazing history in this area. I don't know what the timeline is, if this is a permanent position or if things will change in the future.

But I would add as well that while Dan is the deputy minister responsible for lean, he does have help. Don Wincherauk is with us this evening who works on this file as well. So there are FTEs attached. There was some funding that was allocated to lean for government and a corporate projects group which previously was housed in Central Services. And when this arrangement was finalized with Deputy Minister Florizone moving to Education and being named the deputy minister responsible for lean, those FTEs, the staff, and the funding went along with him as well. So he does have help over there. He's not doing this all on his own.

Ms. Sproule: — Right. And that was actually one of the questions I was going to ask from Public Accounts because I was going through some of the payees under the Ministry of Central Services and I noted one of the highest ones was Mr. Wincherauk and so I was going to ask about his role. And I just want to pull that up so I make sure I have the right reference here. That would be under what was then Government Services, and this is the latest we have of course which is '12-13, and we see Mr. Wincherauk is \$180,000 a year and that's probably one of the highest payments outside of the deputy minister. And then when I looked him up, I saw he was now in Education under special adviser.

So could you just tell us a little bit more about Mr. Wincherauk's role in the lean process as a special adviser to yourself?

Mr. Florizone: — Mr. Wincherauk is in charge of not only lean but central support of the efficiency office. So he's, and I'll speak specifically to lean, the role that I now . . . He's part of 2.5 full-time equivalents that are dedicated to lean. They've been transferred for administrative ease so that as deputy responsible, I have a direct reporting line. They have a direct reporting line to me. These FTEs support lean rollout across executive government, education, and advanced ed.

So they work with ministries to ensure the ministries' lean efforts align with government priorities. They assist in enterprise lean initiatives across ministries. So we have multiple ministries involved in some of these value streams, as you can imagine. He oversees quarterly reporting and monitoring of results with his team. They identify and coordinate lean training activities across government; provide lean orientation to new

employees in government; manage the contract with Westmark, now PricewaterhouseCoopers; support lean deployment champions across government; support of the development of lean leaders across government; support the deputy ministers' lean committee — that committee still is an ongoing effort; and liaise with other jurisdictions who are implementing lean or who plan to implement lean across their jurisdictions.

Now the corporate project group that Mr. Wincherauk is responsible for has five full-time equivalents in total as located in the Ministry of Education as I've indicated, transferred from Central Services as part of the '14-15 budget.

Ms. Sproule: — I don't know how long Mr. Wincherauk has been with the public service. Could you just tell us a little bit about his qualifications and history in terms of what he brings to the project?

Mr. Florizone: — Thank you for the question. We're fortunate to have Mr. Wincherauk here, so rather than go through his resumé, I actually had a great review just now.

Mr. Wincherauk began in the public civil service in 1986 in treasury board. He has a master's in history along with a master's in public administration. He's served a number of roles, ADM [assistant deputy minister] and deputy minister. He's been in the ministries of Highways. He's been with the ITO [information technology office], the PSC [Public Service Commission], STC [Saskatchewan Transportation Company], CIC [Crown Investments Corporation of Saskatchewan]. And in fact if you look through the history of his role, responsibility, and work, he comes with a unique set of skills and experience right across government that prepares him wonderfully for being able to understand how it works, understands the workings, understands some of the challenges with major cultural change in terms of improvement.

Ms. Sproule: — Great. Thank you very much. I just want to be clear. When you were talking about the team that you were describing, you said there's two and a half FTEs under your direct review, and then the project is five. Is that five additional FTEs?

Mr. Florizone: — No, the 2.5 includes the five. All five report to me, but 2.5 of them are dedicated to lean. For ease and for administrative efficiency, we kept the team intact and transferred them over even though they're working on some corporate initiatives that fall outside of lean.

Ms. Sproule: — But those corporate initiatives, are they central agencies initiatives or Education initiatives?

Mr. Florizone: — No, they're government-wide initiatives. So I could give you examples. Accounts payable initiative was one that they supported government-wide. And while it's not specific to Central Services or a particular ministry, it affected all of us. This team provided that major support across the entire government.

Ms. Sproule: — I thank you for that clarification. I want to provide you a quote from someone I'm sure you're familiar with, Ken Rasmussen who's a highly respected professor of public management. He's written that lean is essentially yet

another in a list of so-called magic cures that governments try to implement. He wrote:

According to the government, lean has been a terrific success so far. How do we know? Because it has told us that lean is a success. Yet when these claims are examined by independent outside evaluations, less than glowing results are often reported.

How do you respond to that? And how would you say lean is any different than any of the alphabet soup reforms of the past?

Mr. Florizone: — Well in part, where I want to begin is that I'm also a student of the University of Regina and on the faculty of the University of Regina. I can tell you that there are many at the U of R [University of Regina], U of S [University of Saskatchewan], and elsewhere in the academic world who have spoken to a lean deployment.

First and foremost, it's not new. It's been around for 60 years. Its deployment has not been flavour of the month, and in fact it's been something that we here have been attempting to emulate for decades. The work that we're doing right now is really getting to the heart of what it takes to improve. And while I respect Mr. Rasmussen's work within public service, this is a management and operational approach that changes the culture of an organization.

So we could take a look at a number of other quotes from other academics. I can tell you that the head of quality for the Institute for Healthcare Improvement has accolades for the lean initiative and deployment. The Institute for Healthcare Improvement has talked about lean in health care in particular. I can tell you that Helen Bevan from the National Health Service has spoken highly of what we're doing here. I can also tell you that one of the forefathers of the lean effort has talked . . . been here, reviewed our work, and has certainly spoken very highly of the lean deployment right across government. I know that because I co-presented with him at the American association of manufacturers.

[19:45]

I could also tell you that in terms of our recognition we've taken the Lieutenant Governor's gold medal through the Institute of Public Administration of Canada, through the Saskatchewan division. We've also won the IPAC [Institute of Public Administration of Canada] award nationally; that was won within the last six months. We've also been recognized through the Canadian Health Services Research Foundation. I was personally recognized for deployment of lean as evidence in action and being able to make those improvements that make a significant contribution to Canadian health care.

We have a number of other quotes and I think the minister may have some to add.

Ms. Sproule: — Just before she does that, when you indicated you were with someone called a forefather, what was that person's name?

Mr. Florizone: — So there are two individuals who wrote a book, *The Machine That Changed the World*, Jim Womack and

Dan Jones. They've also got a book called *Lean Thinking*. So I've got a copy of it right here for you. Womack and Jones. So Mr. Womack who lives in the US [United States] and Mr. Jones who lives in the UK [United Kingdom]. Dan Jones visited Saskatchewan. I toured him through and he spent time with me. And we co-presented on . . . He had a presentation to be made on lean deployment in health care and lean deployment in government. So I co-presented to him at the American association of manufacturers.

Hon. Ms. Heppner: — I just wanted to add to what the deputy minister was saying in response to this flavour of the month, a few points to make.

Lean is not a government initiative. It's a different way of doing business, and there is a long list of incredibly reputable companies who have engaged in this process as well including 3M, Air Canada, Amazon.com, Staples, Target, Ford, General Electric. These are not people who are going to be engaged in a flavour of the month, fly-by-night, kind of do it today, gone tomorrow initiative. These are huge corporations who want to do business better.

And I think probably more important than that is the employees who are participating in this. I have pages of quotes, which I won't go through all of those, but I do want to highlight two of them. One is from an employee at Ministry of Highways, and they 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 service. It's about a person and their ability to do their job. I am so glad I got to come to this lean event. This is one of the best things that I've done since I've been in the public service.

And another one from an employee at SLGA [Saskatchewan Liquor and Gaming Authority]: "I've been here for 28 years, and this is the first time someone has asked me for my ideas on how to make things better."

And I think that probably speaks louder than either the deputy minister or I could because this is not a top-down initiative. This isn't the deputy minister going around to different ministries telling people how to do their job. It's asking the people who are doing that job how they could do their job better.

And I think one of the things that's forgotten, and not just in government but in private business as well, is asking your front-line staff, how do we do this better? Because management doesn't always have the best ideas. It's usually the people doing the job who have the best ideas. And I think that's probably been the biggest thing in this — I don't want to call it an exercise because that diminishes how seriously we take this — is engaging front-line staff and asking them their opinion. And I think their response has been overwhelming, that somebody would actually just ask them their opinion. It seems like such a small thing but it's a pretty big thing.

And the last thing I want to point out is we were able to host senior management from the federal government two weeks ago — I think it was two weeks ago — deputy ministers and assistant deputy ministers and the secretary of the treasury

board, because they're interested in what Saskatchewan is doing when it comes to doing government differently. And I got to meet with them the morning of their first day here and their enthusiasm for this is . . . I think I was even surprised by that, their level of enthusiasm.

The one official that was there said they had done a scan and from what they can tell, the Government of Saskatchewan is a leader, not only in the country, but internationally, for how we're doing things differently here. And I think it shows from the engagement of the public service to serving our clients better, and I think that's what government's job is.

Mr. Florizone: — One of the most impressive points, and this is often lost, the term lean leaves one wanting. It is not a very good description of what it is that we're trying to do because it sounds like it's all about costs or all about fewer people.

The reason why we're finding that people who are working in the sector can contribute ideas is they've often been frustrated by not being able to have voice, to come up with those ideas, and to have those ideas actually implemented by Tuesday. All too often we wait for the big change to come along, the IT system or somehow the major organizational change that allows for big budgets or big endeavours.

It's the small things that weigh people down, and they add up in a big way. When you save three or five minutes and you're doing something a thousand times each and every hour or day, it adds up to big things. So I want to share with you something that Mr. Rasmussen doesn't know, and that is the improvements that are actually happening on the ground that are citizen facing. And I wanted to give you a couple of the examples.

Occupational therapy in the Prairie Valley School Division, it had long waits from the time a student was referred to therapy to the time they received the support that was necessary. These waits ranged from a quarter to almost half the school year. And when you consider that, that's sometimes into next school year territory for you to get the student supports that are necessary.

They undertook through the sound analysis and the idea generation from their staff a means to bring speech therapy, occupational therapy down in its waits and delays — speech therapy from eight weeks down to four weeks, occupational therapy down from 18 weeks to seven weeks. They improved such services to students that fostered more positive school experience so that students can learn, can be taught, could be supported.

Now there's much more work to be done. And I can tell you that we just came off of a tour this morning. We were touring the Provincial Auditor through some of the work that's being done in Five Hills Health Region. They brought a wait-list from 88 patients down to one. In terms of being able to make the improvements, those that were waiting three months are now being seen within four or five days, something they thought was impossible before.

Student attendance procedures, they've reduced the time of students being readmitted to class after an absence. These changes have enhanced communication between the student, the teacher, and the office staff. They've got parent and guardian

notification of absence which has been reduced up to eight hours, to one and a half hours. When a student's not in school, parents are being told.

Improved the time, the client service for a potential family child care home provider. The level of effort required to license a home was quite significant given that only 20 per cent of child care spaces were family homes. They reduced the response time to clients by 30 hours per licence, reduced overall process time 30 to 50 per cent, and the list goes on.

They have gone through in the student loan application process with Advanced Ed. It took a minimum of 12 days to process. As the minister indicated in her opening remarks, approximately 12,000 students are affected. They now have saved 50,000 sheets of paper each year in that process in addition to bringing down the time it takes to process student loans.

Office of the Public Guardian and Trustee, time for payment reduced from five days to 1.45 days, a 70 per cent reduction. Their error rate was reduced from 15 per cent to 2.74 per cent, a 58 per cent increase in take-up electronic funds transfers to clients, and a 51 per cent reduction in postage.

Labour standards, time to resolve a complaint is down by 30 per cent. Backlog of clients has been reduced by 32 per cent. In the area of Justice, Corrections and Policing, a reduction in the number of files and backlog from 122 to 65. That's a 50 per cent reduction completed within three months. They reduced the wait time from 6.5 weeks or 45 days to four weeks or less than 30 days.

Environmental assessment, up to 50 per cent reduction in environmental assessment screening time. Improved guidance documents have resulted in 30 to 40 per cent reduction in non-developmental proposals submitted for review, thereby enabling a reduction of 30 to 45 days of review time.

In the area of Liquor and Gaming, expedited the process for grant payments of less than \$500, allowing charities to have access to funds sooner; 65 per cent of grant payments are \$500 or less. Groups receiving grants of 500 or less receive payments in approximately 18 days, down from 56 days.

We can go on and on, but what it comes down to is academics like Mr. Rasmussen didn't phone me and ask me what we're doing when improvements are being made. They went to what they believed was going on. They went to what they believe we're trying to achieve, not to what the actual facts are stating. I look forward to meeting with Mr. Rasmussen, to filling him in on exactly what we're doing.

Ms. Sproule: — Thank you very much, Mr. Deputy Minister. I have some other questions I'd just like to pose at this time, or maybe the minister could answer this as well. Have any government ministers or officials travelled to Japan as part of the lean initiative, and if so, who and when?

Hon. Ms. Heppner: — None.

Ms. Sproule: — None. One of the things we've said, we've said before and I'll repeat, is that we are hearing from front-line workers that lean consultants are imposing their will on

front-line workers. And one of the basic . . . This is from John Black and Associates webpage. It says, “Add no people, no space, and no new equipment and spend no money.” Is this something the Government of Saskatchewan agreed to as part of its contract with John Black and Associates in terms of adding no people?

Mr. Florizone: — We can’t comment on the John Black contract. You will have a shot at Health on Thursday in their estimates. They have the detail on John Black.

But I can tell you in terms of lean thinking, the first solution that people generally jump to is more money, more space, more IT. In other words the problems are very complex and very expensive to resolve. What we do ask is that people think first about what the low- or no-cost option would be. If we find that a manual system can be improved, we’ll improve it first before we automate it. So we’re not simply taking something that isn’t working and taking it to the speed of light. What we’re attempting to do is resolve problems, go to the root cause, find solutions, and then looking at the investments that would be required in something that works.

Ms. Sproule: — Thank you. Is all lean funding approved by the minister or the DM [deputy minister]? Or do ministries and agencies choose how much they will spend for their lean funding?

Mr. Florizone: — We have a fund, a productivity fund where we will consider applications. That fund is quite limited. Ministries and agencies are, within their budget discretion, free to spend on improvement in accordance with their policies and with FAM [financial administration manual] guidelines.

Ms. Sproule: — How much is in the productivity fund, and how do you determine how it’s allocated?

Mr. Florizone: — The productivity fund itself is 2.2 million, of which 1.4 million is dedicated to lean. In terms of the criteria for accessing the fund, proposals must be innovative and demonstrate how they will save money; ensure the sustainable delivery of important core services by making government more efficient; provide better, more responsible, accountable services, including those delivered directly by government and those that others can deliver more effectively; help keep the economy strong by enabling private sector opportunities and growth; demonstrate fiscal responsibility, good public policy, and excellence in service delivery. We also consider projects that support multiple facets of public service renewal, involve the lean methodology, are innovative in nature, and go the extra mile from a service delivery perspective. Each of these would be much more likely to receive funding.

So just in terms of its administration, the \$2.2 million productivity fund supports reinvestment in technology, the workforce, and process improvements to facilitate workforce reductions and renew the public service. It’s also the source of funding for the government-wide lean initiative, as I’ve mentioned. Ministries can access modest levels of funding for projects that leverage future efficiencies and savings. The dollars in the fund come from savings achieved through workforce adjustment, and the fund is managed by a committee of deputy ministers.

[20:00]

Ms. Sproule: — Thank you very much. And the decision to accept an application or not, does that rest on your desk, or is that something you do by committee?

Mr. Florizone: — That would be the committee of deputy ministers that would decide.

Ms. Sproule: — And for the 2.2 million, is that in this ’14-15 budget?

Mr. Florizone: — That’s ’14-15 and it’s in the Education budget.

Ms. Sproule: — Thank you. We know that Health has contracted with John Black and Associates. Are there any other ministries that have? And do you know how decisions are made within government about which organization to contract with for lean service delivery?

Mr. Florizone: — John Black does not hold any contracts that I’m aware of outside of the health sector.

Ms. Sproule: — Okay, thank you. In terms of the productivity fund, would a ministry receive funding from that for contracting out? Is that something that’s seen as part of, like an innovative process?

Mr. Florizone: — Just to close the previous question, you had asked about the process for selecting consultants. Generally what government would be doing in accordance with the FAM guidelines would be issuing requests for proposals, going through a tendering process, which was undertaken for both Westmark and John Black. In terms of the John Black and Associates contract, once again, Health will have the details of that on Thursday.

You were asking, just with regard to your recent question on the productivity fund, and I just wanted to give you some examples of what has been funded. I’m not aware of, you know, some so-called innovation around contracting out. I’m not aware that there has been a proposal that’s brought forward. But I want to give you a sense of some of what we’ve funded. Of course we’ve funded lean, some lean initiatives. With respect to Advanced Ed and Education, what we try and do is a 50-cent dollar. In other words, we ask them to match, dollar for dollar, the fund. And that’s part of the leveraging.

A digital initiative, we were looking at modernizing the Government of Saskatchewan website. So 200,000 in ’13-14 was part of that undertaking. Enterprise Learning Management System, 408,000 was being invested to develop and implement a new electronic learning management system and e-learning materials for employees. So it’s learning development. Rehabilitation and return to work, 18,000 to conduct a best-practice review and evaluate the disability management program for government employees. A corporate mentorship initiative, 78,000 over three years to implement a new mentorship program for executive government. And MSS [Ministry of Social Services] integrated telephone system, 182,000 was provided to implement an intelligent telephone response system in two pilot sites, the client service centre and

Regina child and family income assistance service centre, with plans potentially to expand throughout the province. I don't have a lot of detail on the last one, but I'd give you a sense of what has been funded through this initiative fund.

Ms. Sproule: — I'd just like to ask some more detail about a couple of those initiatives that you just referenced. And one is the learning and development initiative, I think you said through Enterprise, if I'm correct. And maybe if you could give us a little bit more information about that project, and then the \$200,000 for the website. If you could provide just a little more detail for the committee about those two projects, that would be appreciated.

Hon. Ms. Heppner: — On the Enterprise Learning Management System, that's for the Public Service Commission. I've got some basic information I can give you. Public Service Commission is up tomorrow as well in the afternoon, so if you want some more information, I'm sure the officials can offer that there.

This is really a professional development tool. It's modules where employees can do upgrading and professional development basically at their desk instead of taking time off, going to an all-day meeting, having somebody to substitute at their desk. It's a little bit quicker and easier, and allows them to do these upgrades and professional development modules right in their own offices.

Ms. Sproule: — And the website improvement for 200,000?

Hon. Ms. Heppner: — That money was granted to Executive Council who's in charge of the Government of Saskatchewan website. I'm sure that you had opportunity to try to navigate the old website. It wasn't exactly user-friendly, and that's one of the things that we're striving towards as a government, is to be more user-friendly. Because let's face it, taxpayers are our clients and they need to be able to access government services and information easier. That old website was a bit of a nightmare. I know myself I had been looking for information on a particular topic, and I just getting kept getting looped around from page to page and didn't actually get anywhere. So this is to modernize it and improve the accessibility for users who are trying to access information in government programming.

Ms. Sproule: — Thank you. I think maybe the jury's out on your judgment in terms of how easy the new system is to use, but we'll leave that discussion for . . . because I actually miss the old one.

But anyways we are wondering about, we've talked about the team that supports you in terms of the lean implementation. How many people throughout government will receive lean leader training? And I guess while I'm at it, I would ask how are decisions made about who receives the training and how much will it cost in total?

Mr. Florizone: — So we have a number of categories. For lean leaders, we have 175 across executive government that have been trained. This would be somewhere around a three-day lean leader training. We also have 3,500 that have been trained across in a one-day lean introduction. I can tell you with our courses where we're holding the events, either what we refer to

as foundational or lean leader training, they've been fully subscribed. We don't mandate attendance. Across executive government they've been put out there with an invitation, and we've got more demand than we have supply of spaces.

Ms. Sproule: — I had asked a couple of follow-up questions in relation to that. And that is, how are decisions made about who receives the training, and how much will it cost in total, the lean leader training?

Mr. Florizone: — So this year we'll hold 10 foundational and four lean leader training sessions. This will include executive government, school divisions, and post-secondary institutions. Those 10 foundational sessions will include 90 participants for a total of 900 to be trained. And the four lean leader training sessions, I believe are 25 people in each of those sessions for a total of 100 lean leaders. The total cost of that is \$410,000.

Ms. Sproule: — That's for both of those, the foundational sessions and the lean leader combined?

Mr. Florizone: — That's right. That's to train 1,000 people: 900 in foundational and 100 additional in lean leader.

Ms. Sproule: — Okay, thank you. We understood from the Ministry of Health that a lean leader training was actually 80 days and you're mentioning three days. Do you know the difference between those two types of programs because they're both called lean leader?

Mr. Florizone: — They are. And not to confuse one with the other, these are separate contracts and separate approaches to leadership training. So whereas the training across government would be generally, for lean leader, about three days, we have seen health participants go upwards of 50 days and could take as long as 80 days. But what they've included in that is not only lean leader training, but they're also doing improvement work as part of their training. So they're counting . . . The training that's being done is really learn-do type training. So they're actually making improvements.

Now one thing to be said about both of these approaches, one being substantially more intense than the other, is that we're trying to replace and get off of constant reliance on consultants. We're building the capacity within government to take this over ourselves. So that capacity building is what's being undertaken right now. One example of that would be a huge undertaking within the health sector around strategy deployment, otherwise known as hoshin kanri. That undertaking was massive in terms of its training and deployment to the extent that you can go to every unit in every health facility and see the results — daily huddles, wall walks, statistical look at how they're progressing and the improvements that are being made on a daily, weekly, monthly, and yearly basis.

That same methodology has been lifted and applied to the education sector with no consulting support, no external support. What we've done is we've done that through the education and orientation that was garnered in health and deployed it across the education sector.

Ms. Sproule: — Thank you. I'm filling in tonight. So I'm not as up to speed on this as my colleague who would normally be

here who was doing that. And I know I've heard the phrase hoshin kanri and I understand, I think, what the strategy deployment would generally mean, but what is a wall walk? I've heard that phrase but I've never understood what that is.

Mr. Florizone: — One of the problems that we've encountered is that we've got a lot of data and a lot of information but it's been hidden away in our computers. And what I mean by that is, it's one thing to look at a graph or a chart on a computer, but when you print it off and you huddle a group of people around it, we can have a conversation about what's proceeding, progressing, improving, and what needs work.

The wall is a place for us to post the data and, rather than think that it's just simply the statistic that is the truth, what we've asked is for front-line providers to come forward and at every level, managers within regional health authorities or school divisions and senior folks at ministry level, we have walls in the ministry. We have walls in school divisions and in regional health authorities, and we have walls right at the school level and in units. They are still growing and being populated in education. They're almost fully deployed within health.

[20:15]

Teams gather around that wall on a daily or weekly basis on the floor and ask, how are we doing? They look at the statistic and they see either an improvement or a deterioration or maybe no change, and they're asked to come up with creative ideas around moving the dot, moving the improvement. What can we do today that could help with this? So an example of a daily measure might be attendance. That's been done for years, right? But what are we doing about it and what could we do about it today or this week that could have an influence? On a unit in health care, it could be a fall or an infection. In other words, looking at those defects and seeing what can be done about it today or this week, finding out where the location of the fall was and whether or not it's a routine or a certain time of day or maybe the lack of signage. There could be all kinds of issues that are leading to it, but come up with creative ideas.

So the wall walk isn't necessarily just looking at data. It's asking a deeper question: why? And many organizations and many sectors call this creating a learning organization. If you could ask why enough times, you get to the root of the problem as opposed to what we've been doing all too often which is treating symptoms.

Ms. Sproule: — Okay. I'm just trying to come to . . . The word walk, like do they walk to the wall? Is that why it's called a wall walk?

Mr. Florizone: — Actually the walls are long enough that we have to walk them. We move and progress down the hallways. We have them in many cases out in public and it's a matter of walking to them, huddling around them, and then just walking and pointing, and in many cases with the pen marking and coming up with ideas. And literally it's there in front of you, but you're walking down the hall. And we don't want to make these too long, so we don't want a wall marathon, but a wall walk is an excellent way of kind of going through. It also forces us to have shorter meetings.

Ms. Sproule: — I've been subject to stand-up meetings and I totally understand that. Efficiency is always desired. I have a lot of questions around this part of the discussion right now. My father was in hospital recently in Moose Jaw, at the Moose Jaw Hospital, and there was something on the wall there that must have been what you're describing. Honestly I studied it and it didn't make a lot of sense to me, but I'm not a health care professional. I'm, you know, reasonably intelligent but I couldn't understand it. But there was a technology there that . . . I'm a non-health care professional. So I think I'm starting to understand what you're describing. We understand there is a wall in the Premier's office. If that's true, who gathers there? Is there a wall or do we know about that or am I making that up?

Mr. Florizone: — There's not a wall in the Premier's office that I'm aware of. There is one in Doug Moen's office, outside of that office. There are two that are up there. One of them is around public service renewal and the other is around the child and family agenda. What we've done, and the greatest benefit of lean deployment government-wide is we actually now can work together in setting targets, but we can work together on the improvements that are necessary.

One of the great examples is a recent lean undertaking which was the life cycle of the offender. We in Education along with Health, along with Social Services and Justice, mapped out with community partners the life cycle of the offender. And by looking at that approach and ultimately that value stream, we've identified that we're putting the majority of our resources at the bleeding end, at the institutional end, and not enough resources upstream, not enough in early years, not enough in school-aged children. And you can obviously, as you map, you can see and make visible where the upstream interventions need to occur. So this isn't earth shattering, but what it does allow for is a management tool and technique to be able to give great credence to the need for upstream investments.

Ms. Sproule: — Thank you. In terms of public service renewal, if I'm not . . . I'd just like to clarify this. Is that the program the government initiated — it was about 2009 I think — initiated to reduce the public service by 15 per cent? Is that the public service renewal project?

Mr. Florizone: — No it's not. In fact what you are referring to is not public service renewal. It was launched at the same time. Sometimes there's confusion between them, and I want to just kind of give you a sense of what they include.

So we were looking at the need for the public service to be more responsive to citizens, the need for the public service to simplify, and lean being one method to simplify the nature by way the access to the services and the configuration of those services so that people can understand and more easily navigate the range of services that are available.

We were very interested in making sure that government was focused on core areas. So when you took a look at the changes to the size of the public civil service, public service renewal was asking us to do three things all at once: to improve outcomes for citizens, to improve the citizen experience with our service, and at the same time manage a reduced workforce.

So one of the things that I would say that lean has assisted us

with, it didn't prompt a reduction. But what it did do was assist us with handling additional volume as it came along to be able to, without just working harder, being able to take on the work that's necessary.

Ms. Sproule: — Thank you. I understand that one of the things that lean consultants do when they come into workplaces is to put a lot of tape all over the place to specify where things should go like staplers or clocks or things like that. And another thing they do is identify a lot of things that should get disposed of or put off into storage. Can you walk us through how that process works or how it is supposed to work?

Mr. Florizone: — I'll give you a practical example as a CEO [chief executive officer]. The same hospital you mentioned in Moose Jaw, we had a situation where I had a request on my desk for additional IV [intravenous] pumps. The thing is when we did a count of the IV pumps, we had as many IV pumps as we had rooms in the hospital and yet a particular unit was calling for them, requesting them.

What we found in those early days of lean deployment is that the IV pumps weren't where they were needed. They couldn't be easily sourced and accessed. So what we did was we found a spot for every IV pump so that you were guaranteed if you went to that spot, you'd find one.

At the same time in that same hospital, there was a request to build 6,000 square feet of heated space. We had all this . . . somebody's gold stored in the basement. In fact when we looked through the hospital, we found over 60 Christmas trees, all decorated, that were part of the Festival of Trees and part of the donations that came back to the hospital.

And I'd love to tell you that this is just simply a problem in Moose Jaw, but throughout our health care facilities, we've become a bit of . . . there's a hoarding tendency. We don't want to throw things out. We carry inventory that we don't need. And to be frank with you, when you're looking for that one thing, that part that you had saved for 100 years, you'll never find it because in the sea of clutter, it was gone.

So it wasn't unusual for us to move everything out, if something hasn't been touched in a year or even six months, to be able to tag it, to flag it, and to sell it or dispose of it or donate it. Because what was happening is it was crowding out that which we did need to store in a safe and appropriate way. We would clear out storage rooms. We would seal the cement. We would create a space for everything and everything in its space.

And I can give you 1,000 pictures of before and after of what we refer to as 5S, reorganizing the work environment so that you can find what you need. When we in the early days of lean deployment used an approach called Releasing Time To Care, one of the underpinnings of Releasing Time To Care was using a lean method called 5S. 5S allows you to organize a work environment, to do exactly what I described, but reduce the clutter and keep everything that's needed in its spot, in its place.

We use visual cues to be able to accomplish that. Sometimes it's tape temporarily on floors to show where a piece of equipment goes. In fact we'll put in the background a picture of the piece of equipment so people can see within a second that

it's missing. We went into maintenance shops and we photoed the . . . background photoed the tools so that you knew where every single tool fit on a board. So you'd end up with these methods by which at a glance I could tell you where every tool is and what tool is missing.

What we found is we were purchasing less equipment. We were freeing up storage space. We were allowing staff to get in without climbing over someone's gold and, to be frank with you, freeing up the kind of space that was necessary for us to store what really needed to be stored in those areas. So yes, you'll walk through hallways and you'll find a visual, a space, a place for everything. When we started measuring nurses' time, we deployed to every medical and surgical unit. If I recall, you were on the Saskatoon Health Region board, right? 2003. Actually I was an ADM at the time.

So when we did take a look at it — the University Hospital in particular — we didn't even know who owned the equipment in the '90s, in 2000. Some of it was university. Some of it was hospital. But everybody had something stored and tucked away somewhere. When we took a look at what nurses were spending their time doing, we actually clocked it for every medical and surgical unit. We created a method, a means. And we had nurses do this themselves. For registered nurses, it wasn't unusual for them to spend 24, at best maybe 28 per cent of their time with patients — something we would very much attribute to value added.

The question that we came to was, what's the other time being spent doing? And what we unpacked by looking at that is a lot of that time was looking for equipment, looking for supplies, running back and forth, up and down the hallways trying to find what you needed, trying to get . . . find patients, find doctors, make calls, and all of those different interruptions, the paperwork, everything that kind of detracted you from that which the patient truly wanted which was direct contact and direct care.

So every little step we took around organizing the work environment and providing the tools close by so that they literally didn't have to turn to be able to get what they needed, is really the objective with respect to that lean approach. A lot of work to be done yet, but we've seen literally miles of travel reduced, kilometres peeled back in nurses running up and down hallways trying to source things that aren't nearby.

Ms. Sproule: — I wish we could do that with my car keys. I guess you obviously are very familiar with this and have been doing it for a long time. When consultants go into work units when you're not there and they're explaining this to people, is there a series of guidelines that you use in terms of how you determine when something's no longer required and should be disposed of? Or like is there a manual or document that they can refer to?

Mr. Florizone — A very clear regional policy. So before they start tossing or touching . . . In fact they shouldn't be touching any of that. It should be the staff of that unit that are defining what's required.

Now they've developed, in many of the regional health authorities, red tag policies. These policies would move that

which appears to be not in use. It would tag it, flag it, and move it into a red tag area. If no one claims it or decides that they want to move it and use it, or if it isn't sought after within a specified policy period of time, then it's put up for sale. And those sales and that approach to selling, those are all local regional health authority policy. So if anything is disposed of or not donated when it could be, that would be a failing of local policy.

Ms. Sproule: — So if someone wanted to determine what that policy was, they would need to talk to that particular local work group?

Mr. Florizone: — The regional health authority, absolutely.

Ms. Sproule: — The RHA [regional health authority].

Mr. Florizone: — Yes.

Ms. Sproule: — Okay. I know, and certainly some of my colleagues who are newly elected would attest to, is I replaced a former NDP [New Democratic Party] MLA [Member of the Legislative Assembly] and I had to do someone else's gold thing. And I actually had the tag zero, zero, zero, one for a piece of computer equipment. That was precious to somebody, but not to me. So anyways it was an interesting process, and I've lived through that in terms of this career that I'm in right now.

[20:30]

Mr. Florizone: — One of the interesting parts is that we also find, by the nature of all of this work, whether it's a substitute teacher or a replacement staff member, every unit is different. Every place you work is different. The more we start to standardize around how we do things, the more we're free to handle the complexity as it arises. So people get caught in this dilemma, thinking that somehow standardization means rigid. It's actually trying to get all of that easy stuff organized and standardized so that when the complexity comes in the door or the student arrives in the classroom, you're ready to support. You're ready to handle and use your professional judgment fully at that point. So taking care of the simple stuff is really, really important in this lean effort.

When we have substitutes come in, it's really tough to learn the job. I've heard many times staff members say, I know where everything is in my office. And what I want to say to them is, good for you, but none of us do. If you were, God forbid, hit by a bus or didn't show up for work, we wouldn't be able to find a thing on your pile, on your desk. So what we want to do is we want to create the kind of work environment where everything has its place, where it is known and it could be sourced by anyone literally within seconds.

Ms. Sproule: — I think some of the do-it-yourselfers call it decluttering, but it seems pretty straightforward.

Mr. Florizone: — Yes.

Ms. Sproule: — I know the minister cited a couple of quotes she has used regarding people quite satisfied with the lean experience. I think to be fair, there are those that aren't 100 per cent satisfied. And in fact we've been raising some concerns

about the process, mostly from front-line workers and certainly in health care as it's furthest down the road. We know there are concerns as well in other areas of government. And in terms of those concerns, has the government made any changes to how lean is being implemented from the concerns that have come forward, and if so, what are those changes?

Mr. Florizone: — There have been a number of discussions and adjustments that have been made. One is the use of Japanese. It has been quite clear, and my minister as well as the Premier have stated that we should consider, where possible, to use an English phrase or terminology if there isn't a better word in Japanese. And I'll give you some examples of that.

So I used the term today, hoshin kanri. But I could easily describe that and I should describe that as policy or strategy deployment. It has meaning. It's clear. It's English. And while I had the intent originally of signalling something different, I think it's fair that where language becomes a barrier, we should overcome that barrier by using simple English.

There are, and I say this in terms of the use of Japanese, probably the most problematic word is the English one, lean. So I can tell you that those organizations, whether you look at the roots, Toyota production system, they don't use the word lean. They don't use the word Toyota production system. They just simply describe it as the way they do things. It's a description of culture. It's a description of the work that's under way.

So we have still maintained the word lean. I have limited . . . And I don't want to give you the sense that we've used multiple Japanese words, and in fact we've probably at best used maybe four or five, and that's been the limitation. Where we go into deeper training, where we're talking to some of the group that are Deming trained, that are like straight from the quality guru, we might use the odd word. But we don't use that with our staff. That's one.

Number two, it's quite obvious that issues have been raised. This is change management on a grand scale. So when a health sector has trained over 15,000 people where we're talking about fundamental changes that are going on on the floor each and every day, that kind of change can be, and that kind of pace of change can be nerve racking, particularly if you've been away from the work environment for several days only to come to work and find that somebody's decided to improve your space for you.

So what this has been is a reinforcement to our management teams that they must follow the spirit of improvement, which is nothing about me without me; involve those; make sure you're talking not only to those that are at work but also those that are absent from work; make sure that the workplace standard is documented; make sure that people are fully oriented when they return back, whether it be on a disability or a sick time or holiday or extended leave. We have to have, and the fundamental underpinning here, is respect for people.

The third principle that we've adjusted, and I'm going to use a Japanese term here and I'm not sure if I should apologize in advance, but it's referred to getting yourself to the gemba, gemba. And this is one that's been used and misused. Gemba is a Japanese word that talks about where value is created. And the

beauty of that word is it's on the shop floor. It's in the ward. It's at the classroom level. And you know, for the public civil service, it may be a different place, but it's a place where work is done. And there's a huge respect for the place that work is done. What we ask the managers to do is step out of your office, get to the gamba. You'll find truth there. Go to the gamba and speak to the people that work there because they'll be the ones that know. Ask them, and if they say there's an issue, you better pay attention because there's an issue.

In many years of being a CEO, I was approached by staff who told me, you don't know my world. If you'd only work in my space, you'd understand what's really happening. And for years as a CEO I resisted that by saying, I know statistically from briefing notes and other material exactly what's going on in your workplace. I was wrong. They were right. And the way I realized that and recognized is I spent days just standing at the gamba, watching the work, and realizing that they were working very, very hard. And if they were frustrated and if there was waste, it was my fault, not theirs.

Ms. Sproule: — Thank you very much for that. I don't know how much more time we have with you. Do you need to leave soon or . . . So I think at this point I would like to thank you for that. And this sounds almost like a spiritual experience, I have to say, like going to the gamba. But you know, I think of older expressions like walk a mile in my shoes. And certainly this isn't news or a revelation in any sense. I could see you're passionate about this and certainly appreciate your spirit and passion that you bring to the discussion, so I want to thank you for your responses. And I don't know if the minister or any of the other officials have anything further on lean at this point, but we can move on.

Mr. Florizone: — Thank you for your patience and for the willingness of the committee to listen to the answers. I really appreciate the questions. Thank you.

Ms. Sproule: — I would like to ask permission from the Chair for perhaps just a five-minute break as we move into the other area. Is that all right?

The Chair: — We'll have a brief recess for a few minutes and come back at the call of the Chair.

[The committee recessed for a period of time.]

The Chair: — We're back again. So, Ms. Sproule.

Ms. Sproule: — Thank you very much, Mr. Chair. I'll just move into some other questions I have now just for the ministry in general. First of all, Madam Minister, can you indicate for the committee any changes to programs to the ministry in the last year? Were there any programs discontinued or added or reduced?

Hon. Ms. Heppner: — As far as programs go, there wouldn't be anything that would've changed. We're not really a program delivery ministry. I guess the only new thing would be some of the information technology initiatives that we're undertaking this next fiscal year, but there has been no real programming changes.

Ms. Sproule: — Okay. In terms of those ITO initiatives, you may have referred to them in your initial remarks, but could you just repeat them here?

Hon. Ms. Heppner: — I guess the biggest one would be moving our entire system over to Windows 7. We're currently at Windows XP. Microsoft, as you may know because they've been quite public about it, will no longer be offering support as of May 1st of this year. We were able to enter into a contract with them that they would continue offering us repairs and service while we're changing over to Windows 7. Its hardware . . . The deployment is \$7.4 million for deployment and \$3.5 million for hardware and internal costs. It's a pretty big initiative for us, but that's I think probably the main initiative coming out of the ministry in this budget year.

Ms. Sproule: — So in terms of the other services — vehicle services, procurement, mail services, telecommunication services — those are basically stay the course, and there's no real changes to any of those program delivery.

Hon. Ms. Heppner: — Yes. It's pretty much status quo. There's some additional funding to building maintenance. I think it's about \$750,000 on top of what was allocated in the previous fiscal year. But the rest of the programming remains the same.

Ms. Sproule: — All right. Thank you. I'm just looking for a quote and it's regarding, I think it's called open government. Yes, here it is. Back in — when was this? — 2012, we had a discussion with the previous minister for ITO about an open government initiative. And I think at that point in time — this is two years ago — it's indicated that British Columbia was the first and only province that is working through this, and the minister said that his ministry was watching what they're doing with interest. And we're just wondering if you're taking any look at open government now in your ministry and if that's something . . . Have you studied the BC experience and have any conclusions or decisions made as a result of that?

[20:45]

Hon. Ms. Heppner: — I actually had the same conversations with the previous minister. I believe it was Minister McMillan who was ITO minister at the time. And when I was appointed to this ministry, we had a conversation about that as well.

I've looked at what BC is doing. I find it quite interesting, some of the applications and information that comes out of that. But in this next fiscal year, there's no plans for us to go down that road. I'm happy to keep an eye on BC's experience, but it's not an initiative that we're pursuing this year.

Ms. Sproule: — Thank you. Something else that we were quizzing the minister about back then was a rating of government websites. And I think at that point — this was two years ago — we were pretty far down on the list, and Minister McMillan indicated it's something that's being looked at. Now you indicated that it's been revamped. Like is it completely changed now, or is it still a rollout? And have you seen any new rankings in terms of how our website is being viewed?

Hon. Ms. Heppner: — As I stated I think in a previous answer

this evening, the initiative comes out of Executive Council. It's my understanding that the website updates and upgrading isn't fully completed. I believe it's still a work-in-progress. And I'm not aware of any kind of new rating system that has come out, but I'm hopeful once the website is fully launched that we'll move up that list a little bit farther than where we were at.

Ms. Sproule: — There's something else that we were talking about then. Deputy Minister Guillaume at the time was talking about ITO management of all across-government applications. And he said there was over 1,400 applications inside of government, and ITO was doing some work on modernizing that fleet of applications.

I think CJIMS [criminal justice information management system] was one of the programs that he had talked about. First of all, can you give us an update on CJIMS? I don't know if there's an acronym name. Is it CJIMS? CJIMS. And because it was going to be completed in two years — so that would be now — is that completed and up and functional? And what other modernization initiatives are under way with ITO?

Hon. Ms. Heppner: — CJIMS is a joint project between the Ministry of Justice and ITO in Central Services, and it's been a multi-year program. I believe that this fiscal year that we're going into, '14-15 is anticipated to be the last year of funding, and then it will be up and running. The total cost for the project by the time it's done I believe is around \$50 million.

One of the other things that we're doing in the ministry, and this goes to the point that you made, talking to the previous chief information officer for the province, is the rationalization of our applications across government. There are well over 1,000, I think about 1,400 different applications. In some cases we're just happy to get them patched because they're so old. They need to be replaced, upgraded. In some cases there's just duplications of stuff. There's things that one small branch of one ministry might use, but nobody else in government uses it.

And is there a better way of offering that particular group the IT services that they require but kind of under a broader umbrella than what they're using instead of having these micro specialized applications across government. That work started I believe last year, year before, and will continue until . . . I'm not sure how many more years of that. It's no small undertaking, as you can imagine, with that many applications out there. But we're making headway on it, and we'll continue to do that.

Ms. Sproule: — Do you have specific staff allocated to that, and if so, how many?

Mr. Murray: — Yes. We've got a team working on the application rationalization initiative. Some of them are not necessarily full time. They are folks from our AMS [application management services] unit, so they are responsible for supporting a variety of applications. They develop apps. They streamline apps. They're part of this application rationalization or modernization effort. And yes absolutely that's . . .

Ms. Sproule: — Thank you. Madam Minister, one other question I wanted to ask on the lean that you can answer is, have you taken lean training, and have any members of cabinet

taken lean training?

Hon. Ms. Heppner: — I can't speak for anybody else in cabinet if they have. I haven't received any formal training. I've attended a couple of events particular to Public Service Commission actually and was quite pleased with the enthusiasm and the involvement of the staff that was there. But I've taken no formal training.

Ms. Sproule: — Thank you for that. In terms of ITO, I know that in chapter 4 of the most recent auditor's report, Provincial Auditor's Saskatchewan 2013 report volume 2, chapter 4, Central Services, a number of the recommendations and findings were in relation to the security of the IT systems and data. And the one recommendation . . . Well I guess I'd like to ask about a few of these recommendations that were raised there. Some of them have been around since 2011 and maybe even earlier than that — but I guess one was 2007 — that are not implemented yet. I'm wondering if you can give us a bit of an update on those recommendations. And I can refer you to them right now and read them out. Maybe it might be helpful.

The first one . . . And this is one I guess in the world of — what's it called? — heartbleed. The recommendation is that the Ministry of Central Services adequately monitor the security of its information technology systems and data. And that's from the 2010 report. The status update as of last fall was that it's not yet implemented. Can you give us an update on that recommendation from the auditors?

Mr. Murray: — The heartbleed virus is certainly one that's raised a lot of attention in the media in the last six weeks or so. And I'm pleased to report that our intrusion detection systems picked up the heartbleed virus. It did not negatively impact any of our systems. Our intrusion detection monitors effectively deterred it, if you will.

We also went through an exercise because not all of our systems are encased within our own shell, if you were. So there are also external systems that we've got hosted elsewhere by private sector companies, and we contacted every one of those firms as well. And so zero impact on ITO or any other government system as a result of that. And that one was notable for sort of sweeping across internationally and impacting many, many thousands of servers and systems all around the world.

Ms. Sproule: — Just in follow up to that particular response, can you indicate for the committee what private sector companies are providing those services, and what types of services you have sort of let outside the bubble or the shell or whatever you called it?

Mr. Murray: — I don't have that complete list here, but we can certainly provide that. But I'll give you, one example might be our campsite reservation system. So that's a system that's hosted by an external entity as part of the contract. So there are a number of systems like that, not a very large number. Generally most of our data is contained within our own data centre, but there are a few external applications.

Ms. Sproule: — As far as I understand, the campsite reservation system is managed and operated by the Ministry of Parks, Culture and Sport. So what would the ITO's relationship

with Parks, Culture and Sport and Camis . . . Who provides that service?

Mr. Murray: — ITO is responsible for maintaining the security of IT systems regardless of where they might be. So when the heartbleed virus came up, we took it upon ourselves to contact even the external vendors in this case that might be contracted directly with our ministries in order to ensure the integrity of our data and the integrity of our citizens who access that data or those systems.

Ms. Sproule: — So in terms of the auditor's concern about monitoring security of the information technology systems and data, what changes have been made since this report came out in 2010?

Mr. Murray: — Well IT security is of course a never-ending and always escalating battle, so our team are constantly upgrading systems. So we've got something called intrusion detection monitors that keep track, sort of monitor and look at data traffic coming in from around the world, from outside. They look for unusual activity. They look for odd behaviour. They look for significant loads that they might not have seen yesterday. So those are always being upgraded. There are hundreds of thousands of threats every day, and I think our folks do a very, very fine job in our security unit of keeping our systems up to speed and protecting our systems from the outside world.

Ms. Sproule: — So would you be of the view then that your ministry has basically implemented the recommendation of the auditor? Have you met that recommendation?

Mr. Murray: — I guess that will be a topic for Public Accounts when we come up again, but I would suggest that we've certainly made progress in that regard.

Ms. Sproule: — The second concern or recommendation that came out of this chapter was that your ministry follow your procedures for removing user access to computer systems and data, and that was also from 2010. Have you made changes in how you remove users from your system?

Mr. Murray: — You are correct. This one's been a long-time struggle, if you will, because it's not just our employees but it's also our partner ministries. So the challenge here is when an employee resigns or quits, leaves the service wherever they may be, there's sort of two pieces. The one piece is that our ITO staff need to be informed on a timely basis by the ministry that that employee has in fact left. And then the other piece is then the ITO needs to ensure on a timely basis that that account has been disabled, deleted, or whatever the case may be.

We've made great progress on both fronts. One part though we have control on, control over and I'm going to suggest that that has I believe been resolved and addressed fully. But I also believe that there may be continued struggles in terms of getting that information in a rapid and timely basis, and we continue to work with our partner ministries to improve that aspect of this particular recommendation.

Ms. Sproule: — One other concern they raised was that the ministry, particularly ITO, prepare accurate and complete

year-end financial reports as required by the financial administration manual. And they indicated that Central Services' year-end financial reports contains several significant errors for the year ended March 31st, 2013. For example, contractual obligation schedule had several incorrect amounts which resulted in the schedule being revised three separate times. Have there been changes made to the financial reporting process that will reduce those types of errors?

[21:00]

Mr. Murray: — My understanding from our financial folks, that that was a procedural improvement that has been made on the ITO side and I believe that we have fully addressed that this fiscal year.

Ms. Sproule: — We understand that there's been recent acquisition of an iPad app for cabinet documents and, I don't know, did ITIL [information technology infrastructure library] help with the procurement of that? We know that Zuu.com is the contractor. So were you involved with the procurement of that and what are the ongoing costs for that app?

Mr. Murray: — The system you're referring to is part of the eCabinet and DocShare systems. And again on the ITO side, we've assisted in the procurement and the project management of that project, which is owned by Executive Council and the cabinet secretary.

So would you like me to tell you about the two pieces and . . . Okay. So the DocShare piece is a document builder. So that's the piece that's used by all Government of Saskatchewan ministries to collaborate on and create cabinet documents. And there's an agenda builder piece which is used by the cabinet secretary's office to create and manage cabinet meetings. There is a security component to ensure the integrity of those documents which of course are quite classified and confidential. So those are the components that are known as DocShare.

Then there's another piece which is known as eCabinet. That's the component, that's the app that runs on iPads and allows for paperless cabinet meetings.

The two systems together maintain the confidentiality and integrity of the cabinet process within a secure web-based system. And I'm told by the cabinet secretary that there are some pretty good benefits there. The two systems together have saved printing probably 300,000 pages a year, significantly reduced courier costs by eliminating the need to manually transport paper documents and items back and forth between buildings, ministries, and this building in particular, and streamlined the cabinet processes as well, including the ability that items can be updated throughout the week, even right up until, you know, right before a cabinet meeting, and they can be automatically accessible to a minister's iPad no matter where they happen to be.

It allows the cabinet ministers to view and highlight and annotate documents on an iPad without having to flip through these folders and binders to try and find the information that they need and, as I note, also has improved the security of cabinet documents.

Ms. Sproule: — Would the expense . . . Do you have access to what that is costing us? Or is that within executive government as well?

Mr. Murray: — That's not a part of our budget.

Ms. Sproule: — In terms of the security of this, was there an . . . I don't know where . . . Is this stored in a cloud type environment? And if so, was there an analysis done of the impact of the *USA PATRIOT* [Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism] *Act* in terms of the protection of that data?

Mr. Murray: — Cabinet documents are absolutely not stored in the cloud. They're stored within our own data centre. They are encrypted. And so there's no *USA PATRIOT Act* implication on any of that data.

Ms. Sproule: — In terms of the services you're providing to executive government, are there any costs that you're billing to them as these services? What is your ministry charging to provide the management of this?

Mr. Murray: — Maybe I'll just also mention, on the security of the cabinet documents, it's probably also worth noting that they're stored in our data centre. They are never actually transferred to the iPad. So if you will, the iPad sort of has a window to the document. They can view the document, annotate, you know, all sorts of things like that, but when the cabinet meeting is over, that link is gone. The document access or link is no longer accessible.

And that's very important because if an iPad got left on a cab or on a plane or in a hotel room, there's first is a password. But even if the individual, if an individual acquired that iPad and somehow figured out the password, they can't access the documents because the link is broken. And then we also have the ability centrally to do a wipe remotely. So our help desk person basically clicks a button and it's wiped. There's nothing left on it.

Ms. Sproule: — If I understand correctly then, cabinet ministers wouldn't be able to access those documents prior to the meeting or after the meeting.

Hon. Ms. Heppner: — They usually get loaded up anywhere between two to four days before a cabinet meeting, and then we have access to them up until the day of the cabinet meeting, through the meeting. And then once the meeting's over, they get cleared.

Ms. Sproule: — What if you left it on an airplane prior to the meeting? Would somebody be able to hack in at that point?

Hon. Ms. Heppner: — IT has the ability to wipe all of that remotely. They can also track where our iPads are. If we happen to leave it in a cab, you can kind of find it. But they can be wiped remotely and you can imagine is a far higher level of security than when we were carrying binders around and briefcases. You leave that behind, anybody can get into that. So while they might, people might think there's some risk to it, at the end of the day they're actually quite a bit more secure than

carrying binders.

Ms. Sproule: — Have you heard of any cases of a lost iPad to date?

Mr. Murray: — Yes. I think . . . And I just have to note, I've been out of ITO for three years and then have recently taken it back. But I'm aware of maybe a couple, I'm going to characterize it as a couple of misplaced pads. I think though they were all found, but they were found after they were wiped. So they were wiped, and then a hotel person found it or whatever the case may be. Never, never, without a doubt, any data ever lost because it is pretty darn good security.

Ms. Sproule: — In terms of security and how a minister accesses this DocShare or eCabinet, is it just a log-in and a password? Is that the . . . Yes. Okay. One further question: did we buy the software or are we paying a subscription fee?

Mr. Murray: — We have paid for the development of the software. So this is, I will note, pretty leading-edge stuff. I'm only aware of one other jurisdiction that's done this sort of thing in the world.

Ms. Sproule: — Thank you for that. If we could talk a little bit now about FTE changes. I know there was a fairly extensive discussion about that last year in estimates, and I believe at that point in time Central Services was fairly new.

And I know you were looking at . . . I need to find the document. Here it is. I think it was 173 FTEs that was the reduction that was being anticipated by the amalgamation of the services that are now Central Services. And I think, Madam Minister, you had identified at that time about — I've got to find the number — I think it was 80 or 70 positions that were just not going to be replaced at the time, and that there were no pink slips. You were very clear on that point. So in terms of the 173 FTEs that were identified as being a reduction, where are you at now in determining what areas these reductions will be in? Can you give me some detail on that?

Hon. Ms. Heppner: — Thank you for the question. And you are correct. I was quite clear last year that it was not my desire or intention to, in order to meet our targets for this, was to pink-slip people. I just don't think that's the appropriate approach.

We had a pretty aggressive schedule. From those 173, Public Service Commission had a reduction of 25, which leaves about 148 for Central Services. In 2013 we realized a reduction of 75 FTEs. And it wasn't any one particular place. It was just kind of across the ministry, which leaves us an outstanding reduction in 2014-15 of 73.

So our target from last year is being spread out. We weren't able to achieve it all in one year. And like I said, we were trying to do it through vacancy management and attrition and not by letting people go, and I'm quite happy to take a little bit of extra time to meet our targets so that we can have that approach instead. So there's outstanding for this year of 73 from that original number from last year.

Ms. Sproule: — Thank you. In terms of the vacancy

management — and this comes from my experience with federal government back in the 1990s where there was a hiring freeze and there were no new positions, so whenever someone left there was a vacancy — how do you, or how do your managers deal with the workload that's left behind when that position is vacant?

Hon. Ms. Heppner: — The positions that aren't filled, the managers are all part of this process. We're not leaving positions vacant that need to be filled. It's not a hiring freeze. And I can give you a good example that's outside of my ministry, but I know the Minister of Social Services said this in the House before. Social Services, in the midst of this reduction strategy, knew that they needed front-line workers in their ministry and hired 33 front-line workers. So it's not a hiring freeze.

It goes to the idea behind the public service renewal that Deputy Minister Florizone was talking about before, is making sure that our customers, which are the taxpayers, are being served. And if there's areas where we need to staff up in order to deliver those services to our clients, we will do that, at the same time looking at areas where those positions don't necessarily need to be filled.

Ms. Sproule: — I guess I'm just thinking about this in terms of the person who was doing that work up until the time they leave. There was work being done, and I think your approach at this point is somewhat random. I mean, it doesn't sound like there's a strategy in terms of where these positions are coming from, but more, it's sort of the natural evolution of the workplace and the vacancies that arise for various reasons. But I think surely the value of the work that's being done is not something that you just don't replace, because I think in my experience where there aren't vacancies being filled, then the workload falls on the people that are still there working. And often you get a sense of overburdened feeling from the remaining staff. How are you dealing with that issue?

[21:15]

Mr. Murray: — I'll give I think a pretty good example. So we did a lean event a year ago on our preventative maintenance area. So that's a team of folks that travel the province. They keep our buildings properly maintained. They change filters every year, so they've got a very, very rigid sort of schedule. In the spring they're firing up chillers for the summer use and then in the fall they're firing up boilers, heaters for winter use.

So that lean event showed that there was an excessive amount of paperwork being done. And these are men and women who don't do paperwork well. They like to do their maintenance work. And so because of that lean event we were able to streamline their operations so that a lot more stuff is being done electronically on a tablet or an iPhone, and they were able to get more work done in significantly less time.

So net result then was where a couple of those maintenance folks might leave and go on to some other job somewhere, we could accomplish the same amount of work with perhaps a few less people. So it was really, we were able to avoid having to eliminate or issue pink slips, if you will, by introducing more efficient processes into the things that we do.

Ms. Sproule: — Thank you for that. Madam Minister, I know that last year you were hoping to deal with these 173 FTEs within a year, and now I think you're indicating that it will actually be two years. Do you feel that it will go beyond 2015 or are you confident that you will achieve this reduction by the end of 2014-15?

Hon. Ms. Heppner: — I think that we're reasonably confident that we can reach our goal of 73 for this fiscal year. But like I've said previously, our intention is not to reach it by laying people off. I just don't think that's a reasonable approach. So I am hopeful that this will be accomplished in this fiscal year. But like I said, if it takes a little bit of extra time to avoid pink-slipping people ... because then you're not finding efficiencies. Then you're just running a numbers game and reducing your numbers for the sake of hitting a target. I would rather do, as the deputy minister has indicated, is finding efficiencies within the ministry so that when there are vacancies or folks retiring, we can hit our numbers through that approach instead.

Ms. Sproule: — All right. As a result of the 75 that were identified in the previous fiscal year, are you doing any more contracting out now without those 75 people doing that work?

Hon. Ms. Heppner: — The quick answer to that is no. The reduction of 75 has not resulted in an increase in contracting out in the positions that those people would have been holding.

Ms. Sproule: — Thank you. I want to turn now to your plan for 2014-15 from the ministry, and I have a few questions as it relates to the plan. On page 3, 3 and 4, you've identified five strategies that are part of your goals for this year. And I just want to understand a little better about some of the key actions that you've identified, particularly around the area of service excellence, which is the first strategy that's identified on page 3.

In terms of the key actions, the first one you've identified is you'd like to embed a customer service culture in everything we do. And how are you intending to do that?

Mr. Murray: — We're a centralized agency so we have a wide variety of customers and a wide variety of business areas, from the IT side to the property management side. We're just kicking off our strategic planning exercise here going forward. But embedding a customer service culture into everything we do is first up about teaching our staff that customer service is important. One of the phrases I like is, don't tell me why you're not going to do something but tell me how you can do it, how we can accomplish that.

So there was an effort two years ago on the ITO side, customer service training for staff on that side of the fence. Very, very well received. We are now looking at doing some customer service training on the property side of the fence as well. Another piece of that is — and this also ties into the next point which is to establish a customer service model that best meets client needs — is customer surveys. So we want to roll out customer surveys this year. We want to poll our customers, find out how satisfied they are with our services, what we can be doing better, and then use that to help us to be able to provide our services better. That might be the short version of that.

Ms. Sproule: — My first observation is that this can't be the first time you think about these types of things. Customer service probably has been important to your ministry for many, many years, as has customer service modelling. So I'm just wondering if there's some new discovery that you've made in order of how to achieve it better, or it's just a continual refinement of processes in the workplace that would provide those services?

Mr. Murray: — We have not hit the Holy Grail of customer service. And you are correct; as a centralized agency, customer service has and should always be in the forefront of what we do. But we are embarking on a bit of a culture shift, so a focus on a culture shift within the ministry, and that culture shift incorporates things like an advanced focus on safety, a new focus on customer service, respect for one another, teamwork, innovation. These are all important pieces of building a good, credible culture, particularly within a service-type organization such as ours.

Ms. Sproule: — I guess that leads to the third bullet, and you want to become a trusted advisor to all customers. I do hope there is an element of trust already in terms of the work that your ministry does. But in terms of the key action for this year, what will you be doing to build upon the existing trust that I hope you already have?

Mr. Murray: — You may be right. Maybe "become" isn't quite the word there. Perhaps continue to be, might have been better wording. And again we've got a variety of services across a wide variety so whether it be property or everything from building maintenance to property to security to application development, desktop maintenance, we want to be experts in all of those areas, in all of our service areas. And if we're not experts we shouldn't be there. And so we want to work hard with our customers to be a credible service provider and to be a trusted advisor. I think it's a good, perhaps a bit of a motherhood type of statement, but it's important that our staff and our team are trusted and respected by the customers.

Ms. Sproule: — I think I'll come back to that a little bit when we go to one of your measures which is the learning and development as a percentage of payroll. I'll get to that in a minute. But before we leave this, the key actions for the strategy of service excellence, the last bullet indicates that you're intending to apply lean methodology to review and improve ministry services. What part of your budget . . . I guess what is the cost of that? What's the anticipated cost for that key action? And how will you be applying the methodology to do that review and to make those improvements?

Mr. Murray: — We've got three lean initiatives planned here in the short term. We may accomplish more than three this fiscal year, but we've got three planned here in the short term, looking for completion of those even by August. And in fact the first one was completed last week. We did the rollout on Thursday in fact.

So the construction services is one area that we did our first one, and that's a project prioritization, so again introducing efficiencies in the way that that division operates and reduction of paperwork. Again these are tradespeople, so we've got electricians there and we've got plumbers. We've got painters.

We've got carpenters. And we like to see those highly skilled tradespeople spending the majority of their time doing what they do best, which is their trades, and a minimal amount of time filling out paperwork or travelling to pick up parts or supplies or whatever the case may be.

And again this is sort of key to good customer service focus, if we can get in, deliver the project and get out quickly, move on to the next project. Everyone loves speed. They already do great work. But being able to turn around those projects on a very rapid basis can absolutely help us to achieve that nirvana, if you will, of customer service, improved customer service.

Ms. Sproule: — I can't resist. If you become too good at this, the government might have to change its P3 [public-private partnership] initiatives and just look at you guys for all these services. You never know.

Mr. Murray: — Appreciate that comment.

Ms. Sproule: — Couldn't resist. So in terms of those three lean initiatives, construction services, is that just one of them? Are there two others or is that all within the construction services?

Mr. Murray: — There are two others planned, and again this is in the short term. So second one would be procurement processes. So we do government-wide procurement on behalf of most ministries, so what we're looking at there . . . and that'll be the next one up, I'm hoping even within the next couple of weeks. So we're just trying to pin down a date on that. We talked about it today. So from the time a client, a ministry partner initiates an RFP [request for proposal] request, so here's what I need. I need some goods. I need a service. I need a software application developed. Until the time it goes through an RFP public tender, tender evaluation, till the time the good or service is delivered. So I want to cover a lean project across that entire spectrum and determine, are we doing this in the most efficient way? Are we or could we streamline that procurement process?

We're quite excited about that one actually, because public tender processes are extremely complicated. They require certainly a level of diligence in order to ensure fairness, transparency. And we will not have only our own employees involved in that lean initiative, but we'll also be looking for some individuals from our customer ministries to sit in on that and work with us on that. So that'll be a four-day value stream mapping event.

And then the third one that we're looking at is our IT service desk. So is our IT service desk operating in the most efficient manner? What is the mechanism by which they receive requests — my computer's not working; my printer's not working — are they coming in by telephone? Are they coming by email? Can we do something to provide better self-service on those requests? So can we have individuals fill out a form and submit them, for example? And then what's the process by which the calls get answered, the requests get prioritized? How do they get escalated, and who do they get escalated to? And then what's the overall turnaround from, again from beginning to end? So those are the three short-term ones.

We're also looking at additional lean initiatives for later in the

year, September kind of time frame as Deputy Dan indicated. It's the ministries that generate the lean ideas, the lean thoughts, and it's the ministries that lead those. So we've got a number of folks trained as lean leaders. I think 26 now is our number. And that training has taken place over a number of years.

We still had consultants come in on our last one, on our construction services one. But I think it's very likely on the procurement one we'll do that entirely with our own staff. Although given the profile and complexity of that one, we may bring in one consultant just to help oversee it because it's certainly not going to be a simple event.

Ms. Sproule: — Do you have an estimate on what these events or initiatives are going to cost in this budget cycle?

[21:30]

Mr. Murray: — I think these first three I'm going to speculate are going to be somewhere in the 50 to \$60,000 ballpark total.

Ms. Sproule: — For all . . .

Mr. Murray: — Yes. And that would not of course include staff time. But that's our own staff sitting in and, you know, learning how to do things better on the procurement front, so we wouldn't include that. That's just as important as doing the job.

Ms. Sproule: — For the 26 lean leaders that you have trained up in your ministry, when they provide leadership is that to other ministries then?

Mr. Murray: — There's a little bit of cross-pollination that goes on in the lean exercises around government. So I know that for example our lean facilitator, our primary lean facilitator has gone out and participated in lean events with other ministries, and I think we have had individuals from other ministries come and participate in ours. So there is a little bit of cross-training, cross-effort going on, and it's really encouraged because folks can step out of their own ministry and see how things work in other ministries.

And then in addition to that, of course we always like to have a customer or client involved, or two ideally, in any lean event because it's not just about our staff. It can often be a customer or client will say, whoa, whoa, wait a minute. I disagree. You're doing that wrong. Here's a better way of doing this or here's what I would like to see as a customer that I've never seen.

Ms. Sproule: — I've certainly been in that process myself as a customer when Information Services Corporation started refining some of its service delivery models back when it first got running, and from a customer perspective . . . Although I didn't like being called the customer because I had nowhere else to go to get my land title. So I was kind of, you know, a prisoner customer in a way. But anyways those kind of processes, you refer to them as lean, but I think they've certainly been around for a long time and in those kinds of mapping and things like that.

But in terms of your lean leaders, like when they are loaned out to other departments, and I don't know if other departments do

this or other ministries, do you track the loss of their time? Like is there a value put on that? Because obviously they have a job to do in their own ministry as well. So when they're out doing work for other ministries, is that calculated as sort of lost time?

Mr. Murray: — No, it's not by us at any rate. You know, a big believer in the one team, one employer concept. And so if we can provide value or benefit to a partner ministry or another ministry in a service, we're thrilled to do it.

Ms. Sproule: — So it's not being formally tracked or anything like that.

Mr. Murray: — Certainly not in our case. I can't speak to all ministries, but in our case, no, we do not.

Ms. Sproule: — Thank you. Okay. Further on in the document then on page 6, we have your measure there is learning and development as a percentage of payroll. And I see your service-wide target for 2016 is I believe 1 per cent of your percentage of payroll. And in 2018 it looks like it's going to be . . . I don't know what it is. I can't . . .

Mr. Murray: — 1.5 per cent.

Ms. Sproule: — Oh, that's the black line.

Mr. Murray: — Yes.

Ms. Sproule: — Okay, 1.5 per cent. What is the goal for 2014-15 in terms of percentage then?

Mr. Murray: — I believe that the goal is 1 per cent.

Ms. Sproule: — Which is the same as 2016 then.

Mr. Murray: — I believe that to be the case, yes.

Ms. Sproule: — Okay. And when you say service-wide, does that mean the entire public service?

Mr. Murray: — That is correct.

Ms. Sproule: — So this is something that would be monitored by the Public Service Commission then?

Mr. Murray: — Yes.

Ms. Sproule: — I may be straying into questions that are more appropriate tomorrow.

Mr. Murray: — Absolutely.

Ms. Sproule: — Absolutely. Okay, I'll leave that for now then. That can wait until tomorrow. Page 8, I don't know if I had a specific question here. This is your target for CO₂ emissions coming from building and transportation portfolios. You have a target there of 96 000. I assume those are tonnes, CO₂ emissions, tonnes of CO₂ emissions. Or it wouldn't be megatonnes, so it would just be tonnes I assume. There's nothing on the table that tells me. I'm sorry. I'm looking for it. It seems to be hovering around 120 000 tonnes. Your target is 96 000. Where are you planning . . . how are you planning to

reach your target?

Mr. Murray: — This is where the LEED certification and the BOMA BESt certifications really come in to play. So on LEED, it stands for leadership in energy and environmental design. And so that's a certification program, internationally accepted benchmark, and that relates to the design, construction, and operation of. So as we noted earlier, we've got six now that are LEED certified, and we're constantly looking at LEED opportunities on any new construction that we do. LEED certification will absolutely help us to drive down carbon dioxide emissions from buildings, and I'll note here that it's really on a downward trend here.

BOMA [Building Owners and Managers Association] is in terms of operations. And so that's a national program that's been around for about 10 years now from BOMA Canada, building environmental standards, and that's realistic standards for energy and environmental performance of existing buildings. So that really relates to how operations are done and again, we've got 15 buildings that have BOMA BESt certification in the province. I can tell you about those if you like.

Ms. Sproule: — Actually I would be more interested in how you plan to achieve the targets of 96 000 and when.

Mr. Murray: — Oh, okay. Well we continue to work on it so, you know, more efficient. So we've got a sustainability fund. That fund is specifically used year over year for all sorts of sustainability-type initiatives that will help us to drive these numbers down. In talking to our sustainability folks, it is our hope that we will be able to meet that target by 2015-16 or at the latest, '16-17. You know, it's not easy to do and, you know, we continue to see declines, significant declines in not just CO₂ emissions but water consumption and a variety of other areas. So that is our hope.

Ms. Sproule: — Certainly a lot of work. Why are you choosing LEED silver and not gold or platinum in terms of your target for construction?

Mr. Murray: — There's a trade-off. So it's cost versus benefit, and LEED silver is I think a reasonable trade-off. LEED platinum, extremely expensive to achieve, extremely expensive. And there might even be some who would suggest that, you know, not necessarily easy to do in an area where we see such wild extremes in temperature so, you know, we've got to run heating systems and cooling systems both and make them very reliable. So LEED silver is achievable, doable at a reasonable use of taxpayers' dollars without going to the far, far extreme of something like LEED platinum. So it really is just a trade-off, cost versus benefit.

Ms. Sproule: — I just want to move on now to the space per full-time equivalent employee or space per FTE. I know you have a target there as well of 200 square feet and I know there's a number of challenges. This was discussed last year in estimates in terms of reducing the workforce and therefore the ratio changes and it's difficult to keep up with that when you're dealing with a reduction in the workforce. Do you know, in terms of last year, did the square footage go lower? I think the last number that's available in your plan was 2013. You were

actually up to 273 square feet because of the reduction in the workforce. What are you looking at in terms of '13-14? And then in this year's estimates, are you looking at getting any closer to that target?

Hon. Ms. Heppner: — It's my understanding that for '13-14, the square footage numbers would probably be comparable to 2012-13 and for the same reason, reduction of the number of FTEs. But as you can understand, we have lease agreements that you can't just walk away from. So until some of those leases are renegotiated based on our new FTE counts, the number is going to stay slightly more inflated than what we are planning it to eventually get to.

Ms. Sproule: — At the last paragraph of that page, you're indicating that "Returning office space to the market will require careful consideration and planning to align with the timing of lease expirations." Are there leases that are expiring in this fiscal year?

Mr. Murray: — I'll suggest that there are always leases expiring, you know, around the province. There are 39 leases that will be expiring in this coming 2014-15 fiscal year, but I'll also note that that is a variety of space in a variety of communities.

So you know, we've got some small amount of space in the Wakaw town office. We've got a little bit of space at the Assiniboia auction mart. So the amount of space really varies. But there are 39 that expire this coming fiscal year and we'll be renegotiating those leases, or we will be consolidating space wherever possible. We're always sort of looking at opportunities in that regard.

Ms. Sproule: — In the interest of time, I'm going to just turn now to Public Accounts. The most recent volume we have is 2012-13, and I just wanted to ask about some of the services, goods and services that were provided in the \$50,000 or more category. I don't think I'll be able to ask about all of them, so I'm going to have to go through the list and maybe narrow in on a few of them.

I guess the first one I would be interested in knowing a little bit about is the Architectural Conservation Alliance, and the amount of the contract was \$465,000. Can you give us a high level indication of what that contract was for, or that service?

Hon. Ms. Heppner: — We don't have the information on details of all of these contracts, but I will offer this. If you have questions on a few other ones, if you want to give that to me, we'll get back to you with some of the details.

Ms. Sproule: — For the record, I will provide my highlighted version. And I can just star, like there's a number I'm interested in but . . .

Hon. Ms. Heppner: — Yes, we can just talk about that later and I'll provide the information back to you. We don't have all the details on it, if that's okay.

Ms. Sproule: — That's great, and if we have more questions on that, we could ask it at another time. There's one in particular and I'm just curious, and you may not have the answer now, but

there's one I would like to ask about tonight because I'm just curious. That's on page 129, P3 Architecture Partnership. Do you have any recollection of what that might be? And I mean, you can table this if you want to.

[21:45]

Mr. Murray: — So P3 Architecture Partnership, not to be confused with P3 projects. So P3 is a prominent architectural firm that just happens to have a name that later became known as something related to a public-private . . .

Ms. Sproule: — I'm guessing there's a bunch of alliteration, and they just condensed it.

Mr. Murray: — Yes, yes.

Ms. Sproule: — All right. Just generally, I know that there seems to be a lot of architectural services in these contracts and services. Do you have any idea how much you spent in general on architects in terms of goods and services?

Mr. Murray: — Yes. In general, I'm going to suggest it will be in the tens of millions of dollars. So across our entire portfolio of 750-plus buildings that we manage, maintain, and operate all around the province, we have a very large number of annual projects that get delivered. And those projects on the property side run the gamut from window treatments, carpeting, sprinkler heads, you know, sidewalk repairs, washroom upgrades. You can imagine. So literally hundreds of projects both big and small in a typical year.

Any project of any substance will have an architectural firm associated with it. Some of them will also have a mechanical engineering firm. Some of them will have electrical engineering firms. But almost every project has an architecture firm associated with it, and so that's why you see so many architecture firms listed in the blue book. Because if we're doing a project like the dome conservation here in this, above us here, that's a huge project, and that's quite a large expenditure because this building would require not only an architect but a heritage architect.

But there are also . . . There's parkade work going on at the T.C. Douglas Building, that project much, much smaller than the dome here, but it as well will require an architect.

And so we tender virtually all of these projects, and the number of architecture firms that you will see listed there is reflective of the fact that the work tends to get spread around pretty good from firm to firm. One company might pick up a very, very large piece of work or a very, very large project, but another company might get 10 small pieces. So it tends to even itself out over the years.

Ms. Sproule: — And in terms of the tendering for these contracts, would you go through SaskTenders and the RFP process for these as well as the architects, like for architects as well as anyone else?

Mr. Murray: — So full RFP process certainly for the larger work, SaskTenders bids on the smaller. So I think I'd be comfortable to say that virtually all of this work gets posted on

SaskTenders. I can't think of any exceptions.

Ms. Sproule: — One final one, and I know the minister has indicated she would take time to look at some of these in more detail, but the T.rex Discovery Centre got \$62,000. That's just because I'm also the critic for Parks, Culture and Sport, and I know that there's been maybe more utilization on the part of that ministry in terms of that particular centre. Are you familiar with the \$62,000 that came from Central Services to that centre?

Mr. Murray: — Yes, I am. I recall that. That's going back maybe two years now, but we'd have to get to this. I don't want to guess at it. I believe there was some work done there, but we could certainly provide you with full details if you want to share a copy of your blue book with us.

Ms. Sproule: — You want that blue book?

Mr. Murray: — Yes, yes.

Ms. Sproule: — Okay. All right then, maybe in terms of the last few minutes that are with us, I will want to go back to the leasing for this year and sort of the 200-square-foot target per FTE. One of the things I'm curious about, in terms of the space that you provide for the public service, is how much, what percentage of it is owned by the government and what percentage is privately owned?

Mr. Murray: — Yes. Well we manage, operate, maintain roughly 750 buildings in the province. We have roughly 193 termed leases in our portfolio, not including parking, which is another set of leases and day-use agreements. So we also manage leases where in a very small typically remote northern community might do a day-use arrangement for court services in a building. So it's not as simple a question to answer as it might appear, but there are 193 term leases, which I think is a pretty good number to start with, and seven hundred and fiftyish total buildings.

Ms. Sproule: — And when you say 750 buildings, are those ones that are owned by the Crown or are they the total usage?

Mr. Murray: — Seven hundred and fifty owned by the Crown now. And again, that's a bit of a deceptive number too, so they're not all as grandiose as this building. That includes things like storage sheds in the North and highways equipment repair depots, so they really run the gamut in terms of the types of buildings and locations.

Ms. Sproule: — Okay. This may be going into a little bit more detail than about the 200-square-foot target. I know, Madam Minister, last year in committee on April 9th you indicated that at that point you didn't have an exact date when you were going to be able to catch up. And you indicated then that there were some leases that are five years, some that are longer. Any further willingness to give us a guess in terms of how you're going to reach that target?

Hon. Ms. Heppner: — I don't really have a time, a definite date as to when that will be achieved. My answer kind of remains the same as last year, that it depends on renewing lease agreements and which ministries are in which buildings when

those leases come up. Is it a ministry that's had a substantial reduction of FTEs or not a substantial reduction? Then when you renegotiate for whatever square footage you need, that there's quite a few factors that are in this. But I can say that when we are renegotiating these leases, to the best of our abilities, to negotiate them for a square footage that is a lower ratio to FTEs, yes square footage to FTEs than we currently have.

Ms. Sproule: — Thank you. I know that on page 9 you indicated that commercial leases are often based on agreements spanning 10 years or more. And I believe last year there was an indication that 10 years was sort of the goal for lease lengths. You had indicated that you don't have a set standard for lease lengths and that you are entering into longer ones so you can lock them in because of the demand for rental space, commercial rental space in a tight real estate market.

And you mentioned 10 years in your document. When the previous minister in 2012 . . . I had asked about it and she suggested that 20 years was . . . I'm just trying to find the comment but I think it was 20 years was sort of a reasonable length of time for leases. That's two years ago now. Would you suggest 10 years is more your target or would 20 years be your target for leasing commercial space?

Mr. Murray: — I would suggest that it really varies greatly from community to community. It depends on what the current lease vacancy rate is in that community. We're seeing in Regina a lessening of the extremely low rate that we've had here for a number of years.

It depends on the willingness of the landlord to negotiate on what they're looking for. They often have requirements that they need to meet in order to be able to even obtain their financing from their bank or their corporate head office.

So we like a seven- to ten-year lease for sure, and I think that's something that most of the landlords also want to play in. We're not real big on a 20-year, although it has been done, and perhaps for special reasons specific to that community or that building. And we don't like one-year leases because then we're no sooner in and we're packing up and moving out, obviously.

So yes, I would suggest that seven- to ten-year is probably typical. I'm sure the vast majority of our leases would fall into that range. And it's also I think a figure that the landlords like to work with as well.

Ms. Sproule: — Thank you for that, and that seems reasonable. Certainly the property we were discussing with the previous minister was the Hill Tower, and I think there was a number of specific issues around that particular space. But given the time, I would just like to ask one last question about the air ambulance. And last year in estimates you were referring to the fourth plane that was getting fixed. And I'm just wondering what the status of the air ambulance fleet is today.

[22:00]

Hon. Ms. Heppner: — I just lost an agreement with my deputy minister. I told him flat out he was wrong with his numbers and he was right. There, now that's on the record.

Mr. Murray: — On the record.

Hon. Ms. Heppner: — Congratulations. There had been an accident with one of the air ambulances, so we took one of the executive air planes and converted it to be used because, let's be honest, air ambulance needs planes more than executive air needs planes. But that one has since been returned to executive air. So there are three exec air planes and three air ambulance.

Ms. Sproule: — So they're back to the status quo. All right. Mr. Chair, I would like to say that that's the extent of my questions because my time has run out. I really appreciate the officials' time tonight and the minister's time. You know, Central Services is a fascinating area, and I think the more you dig, the more interesting it gets. So thank you very much for your time, and I appreciate your forthrightness and the assistance you provided to the committee.

The Chair: — Thank you. Would the minister have closing remarks?

Hon. Ms. Heppner: — Thank you, Mr. Chair. Thank you for your questions this evening, and we'll chat afterwards about your highlighted book and get you information on that. I would like to thank my officials, those who were here with us for the first half of this and those who remained throughout, and to all members of the committee for a good discussion this evening. So thank you.

The Chair: — Thank you. Seeing that our business is concluded, I would ask a member to move a motion of adjournment. Mr. Bjornerud has moved that this committee . . . a motion of adjournment. Is that agreed to?

Some Hon. Members: — Agreed.

The Chair: — Carried. This committee now stands adjourned to tomorrow afternoon at possibly 3 o'clock.

[The committee adjourned at 22:03.]