

Playing with New Brunswick's Future

"This is not a Game"

Discussion Points

- Democracy
- Sense of Urgency
- Success to Date
- Doing Government Differently
- Barriers to Success
- Missed Opportunities
- Paul Martin's Playbook
- Program Execution
- Transformational Change

Democracy

A democracy cannot exist as a permanent form of government. It can only exist until the majority discovers it can vote itself largess out of the public treasury. After that, the majority always votes for the candidate promising the most benefits with the result the democracy collapses because of the loose fiscal policy ensuing, always to be followed by a dictatorship, then a monarchy.

Alexander Fraser Tytler
Scottish Historian, 1787

Sense of Urgency

- Richard Saillant – “Over the Cliff”
- Donald Savoie
- Health Care Glacier – C.D.Howe Institute
- Rating Agencies
- Competitiveness of our Society is at risk
- Preservation and Improvement of Essential Services

Barriers to Success

- Political and personal self interest
- Short term view
- Unconventional management practices
- Unmatched skills vs. tasks
- Unwillingness to change
- All things by committee
- Nothing should happen too quickly
- Removing the blinders
- This too shall pass
- Natural resistance to change
- Too many priorities
- Senior Leaders (DM's) vulnerability
- Shadow decision making
- Lack of Continuity
- Delayed decision making
- Spending to budget regardless of opportunities

Success to date

- Improved Financial Reporting
- Capital budget avg. \$450m/yr (14/15 -\$550M)
- Revenue down by \$300M, but stabilizing
- NBPower - Business model being followed
- NBLiquor - CEO, renewed business approach
- NBIMC – Unlimited growth potential
- Pension reform
- Attrition Program / Vacant Positions
- Fiscal Transparency and Accountability Act
- AG –Increased Authority and Access to information
- Sustainable performance trends
- Efficiency NB folded into NBPower
- Elimination of Minimum Wage Board
- First Nations Gaming and Taxation Program Development – Pending

Missed Opportunities

- Health Authority Reduction
- Restigouche Mental Hospital
- Maine Point - Facilicorp / DTI
- Nursing Home Management / Construction
- Intercede Health Evaluation / Service Management
- Lab Consolidation RPC / DOE
- Perth Hospital
- Tolls on Highways -
- Portfolio Management
- CBS move to Halifax
- Effective human resource strategy and implementation
- Monthly Department Budget and Reporting

Doing Government Differently

- Political Barriers
- Creating the Vision
- Innovation here at home
- Building on Success
- Consistency
- Changing the Culture, Employee Engagement/Ownership
- Measured Performance
- Leadership Development /Succession Planning / Rewarding Success
- Skill based training
- Effective negotiations

Paul Martin's Playbook

- Political Commitment / Political Will
- 70% of Canadians would cut spending to reduce the deficit, rather than increase spending
- Central difficulty in setting targets for departments due to knowledge level, limit ingenuity and does not encourage role alignment
- Clear, concise mandate to departments
- Debt reduction achieved – 50% related to changes to statutory programs including EI and fiscal transfers
- Revenue improvements via tax reform and economic growth via free trade agreements
- Tell it like it is

Program Execution

- Targets and Timelines must be understood and communicated
- Strategic focus and prioritization on Identified top initiatives
- Utilize best practices for process and personnel development through NB's innovative lean 6sigma program
- Ensure personnel capabilities match expectations.
- Utilize key external resources to ensure effect program management and adherence to schedule.
- Clear, concise and timely reporting of progress to Premier
- Minister's cannot manage an effective process.

Transformational Change

- Political instability has led to provincial instability
- Politicians must look beyond the 4 year cycle
- Province ahead of Politics
- We should not expect any significant or lasting results by following traditional thoughts and actions
- Build a better New Brunswick by Building a Better Organization.
- Restructuring the Organization will ensure Sustainable Transformational Change Practices
- New Brunswick needs a Chief Operating Officer
- Independent Restructuring Panel needed to Evaluate

Working Together For a Better
New Brunswick