

January 9, 2019

The Honourable Bernard Davis
Minister of Advanced Education, Skills and Labour

Dear Minister Davis:

It has been my pleasure to work with you in Caucus since December 2015. I am honoured that you have agreed to serve the people of our province in a new capacity as Minister of Advanced Education, Skills and Labour. I am placing my trust in you to support Newfoundlanders and Labradorians to obtain the skills and advanced education needed to succeed in the province's labour market, to support individuals availing of the Income Support program, to deliver high quality public post-secondary education and to increase immigration to our province.

As we enter the fourth year of our mandate, we have a strong Cabinet. We are guided by our plan for sustainability and growth, The Way Forward. Our plan focuses on improving public sector efficiency, strengthening our economy, delivering better services and improving outcomes to promote a prosperous Newfoundland and Labrador. I wrote to your predecessor on November 15, 2017 and I look forward to you delivering on and implementing commitments, which include:

Post-Secondary Education

- Review the province's public post-secondary education system to help ensure our institutions are well-positioned to meet the needs of students well into the future, address emerging labour market demands, and continue to contribute to the province's economic growth;
- Strengthening apprenticeship training through more flexible delivery models for block training for select skilled trades;
- Working with College of the North Atlantic to implement outcomes of its review;
- Increasing collaboration between Memorial University and College of the North Atlantic through the Council on Higher Education;
- Maintaining the tuition freeze for Newfoundland and Labrador resident students at Newfoundland and Labrador's public post-secondary institutions to ensure we maintain a critical mass of students at our facilities; and
- Working with the federal government to secure the resources needed to refurbish the infrastructure at Memorial University and College of the North Atlantic.

Workforce Development and Adult Literacy

- Developing a comprehensive human resource plan premised on a labour market analysis to forecast upcoming job opportunities, including:
 - Working with post-secondary institutions, youth and employers to ensure appropriate skills training programs are available;
 - Identifying the skills, qualifications and training required to fulfill the objectives outlined in priority sectors outlined in **The Way Forward**; and
 - Strengthening apprenticeship programs;
- Undertaking actions to increase the participation rate in the labour force of persons with disabilities, improving supported and supportive employment for persons with disabilities, and implement family friendly policies to promote gender diversity with a focus on affordable and accessible child care;
- Testing new approaches for meeting labour market demands through the Centre for Workforce Innovation; and
- Leading the development of an adult literacy action plan.

Income Support Services

- Implementing an individualized funding model in partnership with the Minister of Health and Community Services and Minister of Children, Seniors and Social Development, beginning with the provision of community support services.

Immigration and Population Growth

- Implementing our Government's action plan to increase immigration to Newfoundland and Labrador by 50 per cent by 2022;
- Encouraging expatriate Newfoundlanders and Labradorians to return home and undertaking other actions to support growing the province's population; and
- Exploring opportunities with the federal government to introduce International Entrepreneur and International Graduate Entrepreneur categories to the Provincial Nominee Program.

Labour Standards

- Continuing to conduct a review of minimum wage regulations every two years as prescribed by the Labour Standards Act.

Together, Cabinet is responsible for achieving the targets set out in *The Way Forward*. Achieving these targets is critical to attaining inclusive growth, improving employment levels, reducing poverty and realizing financial sustainability. To support reaching these targets, I ask all Ministers to consider the impact of their decisions on the health of Newfoundlanders and Labradorians through our Health in All Policies approach. You must also consider whether your decisions are best positioning our province for economic and private sector job growth.

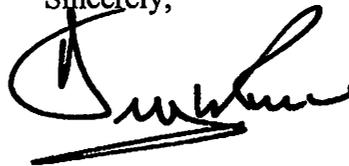
As Premier, I expect you to be open and transparent. We must use evidence and research, and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous improvement principles and publish business standards for all major programs. I also expect all Ministers to work together to support our commitment to being a government that is digital-by-design.

In fulfilling your responsibility as Minister, you must ensure collaboration in a positive and constructive manner with your Cabinet colleagues. I take this opportunity to remind you that, as you carry out your responsibilities as a Member of the House of Assembly and Member of Cabinet, adhering to the Code of Conduct and the Conflict of Interest guidelines are mandatory to ensure you discharge your duties with the highest ethical standards.

Deputy Ministers are your key source of support and will provide you with non-partisan advice in meeting your responsibilities. I expect you to develop a positive, respectful and trusting relationship with your Deputy Minister and the public service.

At the end of the day, Newfoundlanders and Labradorians want to see results. You must track and report on your progress towards completing the work outlined in this letter. We will continue to highlight our progress in our annual Way Forward report cards and annual performance reports. Together, we will improve health, social and economic outcomes and deliver high quality services for Newfoundlanders and Labradorians.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dwight Ball', written over a horizontal line.

DWIGHT BALL
Premier