

November 15, 2017

The Honourable Tom Osborne
Minister of Finance
President of Treasury Board
Minister Responsible for the Human Resource Secretariat
Minister Responsible for the Public Service Commission
Minister Responsible for the Office of the Chief Information Officer
Minister Responsible for the Newfoundland and Labrador Liquor Corporation

Dear Minister Osborne:

I am honoured that you have agreed to serve the people of our province and welcome you to your role as Minister of Finance and President of Treasury Board, Minister Responsible for the Human Resource Secretariat, Minister Responsible for the Public Service Commission, Minister Responsible for the Office of the Chief Information Officer and Minister Responsible for the Newfoundland and Labrador Liquor Corporation. I am placing my trust in you to deliver on our Government's plan to restore fiscal balance, and to also conclude collective bargaining and fulfill other areas of your mandates.

As we approach the mid-point of our mandate, we have a strong Cabinet. We are guided by our plan for sustainability and growth, The Way Forward. It focuses on strengthening our economy and creating private sector jobs, delivering better services, improving outcomes to promote a prosperous Newfoundland and Labrador, and improving public sector efficiency. I am asking you to deliver on this plan by leading the following:

Budgetary and Fiscal Policy

- Establishing a risk-based approach to estimating resource-based revenues to minimize potential negative budget variances;
- Continuing to support Government's budget decision-making process, including specific undertakings related to operational reviews and zero-based budgeting processes within core government and agencies, boards and commissions;
- Completing a comprehensive review of the current tax system, including the mining tax system and labour-based tax incentives, in consultation with your Cabinet colleagues;
- Working with your colleagues to monitor and report on the status of implementation of Auditor General recommendations through the Government-Wide Audit Committee; and
- When the financial situation improves, establishing a Legacy Fund with the goal of compounding our oil wealth for the future.

Government Corporate Services

- Partnering with the Minister of Children, Seniors and Social Development to introduce one-window, multi-year community grants;
- Exploring enhancements to Government-wide service delivery through the establishment of a project team on digital-by-design;
- Exploring opportunities to increase the number of vendors doing government IT work;
- Exploring innovative work arrangements;
- Considering consolidation of collections and payroll administration functions within the core public service;
- Considering the establishment of a government-wide shared services model for back-office functions; and
- Assisting agencies, boards and commissions to optimize efficiencies.

Public Service Commission

- Respecting the independence of the Public Service Commission and Independent Appointments Commission, and ensuring that:
 - The Public Service Commission and the Independent Appointments Commission are able to effectively administer the merit-based agencies, boards and commissions appointment process; and
 - The Public Service Commission is able to preserve the protection of merit in public service hiring; and
- Protecting the mental health of the public service through Employee Assistance and Respectful Workplace programs.

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 and 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.

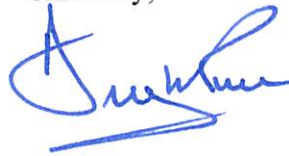
As Premier, I expect you to be open and transparent. We must use evidence and research and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous improvement principles and publish business standards for all major programs by March 31, 2018. I also expect all Ministers to work with you 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 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,



DWIGHT BALL
Premier