

January 9, 2019

The Honourable Carol Anne Haley  
Minister Responsible for the Status of Women

Dear Minister Haley:

It has been my pleasure to work with you in our caucus since December 2015. I am honoured that you have agreed to serve the people of our province in a new capacity as Minister Responsible for the Status of Women and I want to warmly welcome you to our Cabinet. Your appointment marked a historic day in Newfoundland and Labrador; for the first time since the portfolio was created, we have a Minister whose primary responsibility is the Status of Women. My decision to create this position reflects the significant level of importance our Government places on issues facing women in our province, and the need for gender based analysis to inform our Cabinet's decisions.

I am placing my trust in you to advance the status of all women in our province and to provide this lens to all our decision making, including enhancing our implementation of Gender Based Analysis Plus and ensuring that Government policies, legislation, services, programs and regulations are sensitive to the differential needs of women and all people of 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:

- Launching a government-community women's leadership framework and working with women's organizations to address barriers to gender diversity in leadership;
- Consulting with persons with lived experience, women-serving and anti-violence organizations, other stakeholders, as well as the public, in order to develop a provincial action plan on violence prevention that is responsive to the needs of Newfoundland and Labrador;
- In collaboration with the Minister of Transportation and Works, explore ways to enhance our processes in relation to the development, implementation, and monitoring of Women's Employment Plans in our Government's infrastructure strategy;
- Working closely with Indigenous women throughout the province to identify culturally-appropriate solutions to serious issues impacting Indigenous women and communities, including violence against women and mental health;
- Collaborating with the Minister of Service NL, and other provincial government departments, to identify ways to value diversity in procurement through the implementation of the new Public Procurement Act;

- Working with your colleagues to promote gender diversity in the labour force, including improving the provision of child care services for families and supporting women in the development of knowledge-based firms in the fields of science, technology and engineering, to expand the Family Violence Intervention Court beyond St. John's, and to improve primary health care services for adolescents; and
- Hosting a conference on the status of women in NL to facilitate knowledge sharing and mentorship opportunities.

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.

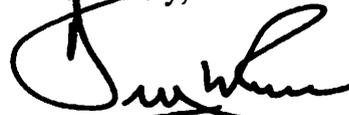
As Premier, I expect you to be open and transparent. We must use evidence and research, and engage with the public, stakeholders and our Indigenous partners to inform our decisions. We must ensure that we are focused on service excellence. I have asked all Ministers to reduce red tape, adopt Lean continuous 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,



**DWIGHT BALL**  
Premier