

THE SUM OF MANY EFFORTS

A Year of Accomplishments

2013-2014

Pension plan needs to be fixed: Marshall

Pre-budget consultations focus on reigning in spending

By James McLeod



Richard Alexander, executive director of the Newfoundland and Labrador Employers' Council, speaks at a pre-budget consultation at the Capital Hotel in St. John's today. — Photo by David MacFarlane/The Telegram

It's your last time to bring your "wish lists" to the provincial government, Minister Tim Marshall. Finance Minister Marshall was more interested in consulting with business leaders on the province's budgetary situation Friday when he kicked off public budget consultations in St. John's. Public sector pension reform is a top priority for Marshall and the government. Marshall made it clear that the government's intention is to address the pension problem in the budget. "We're going to do our best to get the pension system in a better position to go forward," Marshall said. "It's important that the public understand the government's intention to pay for the pension system and understand it, and that we have the dialogue we want to have going forward."

The province's defined benefit pension plan has a net worth of \$2.5 billion, but it's not clear how long it will last. However, if the province's pension plan is not fixed, it will have to be funded by the province. "We're going to do our best to get the pension system in a better position to go forward," Marshall said. "It's important that the public understand the government's intention to pay for the pension system and understand it, and that we have the dialogue we want to have going forward."

The whole world is looking at pension benefits moving forward," Marshall said. "We're going to do our best to get the pension system in a better position to go forward," Marshall said. "It's important that the public understand the government's intention to pay for the pension system and understand it, and that we have the dialogue we want to have going forward."

Employers cry foul over one-sided changes to labour law

I am going to look at it early in the new year' Darin King says

By James McLeod

THE TELEGRAM

When the government unveiled changes to the province's labour law in June 2012, then-minister Terry Herrach called it a "balanced approach."

But since then, employers' advocacy groups are saying the govern-

ment has implemented only one side of the balance, and they didn't agree to the deal in the first place. On Tuesday morning, Merit union advocacy group, called for an end to card-based automatic certification for new unions.

"It's not fair," Merit executive Paul Dubé said.

Under the new law, union organizers have to get at least 65 per cent of people in a workplace to sign a union card, and then they will be certified by the Labour Relations Agency.

Under the old system, there was a secret ballot vote. Dubé said that allowing organiz-

ers to go around and pressure individuals to sign membership cards allows for "intimidation and coercion" by a union.

The Newfoundland and Labrador Employers' Council (NLEC) is also against the card-based automatic certification, and said there's proof it leads to dodgy results.

See NEW SYSTEM, page D3

Employers' council calls for workers' comp changes

By James McLeod

THE TELEGRAM

With public consultations on workers' compensation set to begin next week, the Newfoundland and Labrador Employers' Council is calling for major changes to provincial legislation.

Richard Alexander, executive director of the council, outlined the organization's major problems with the system at a news conference Thursday morning at the Capital Hotel, touching on its cost and the average length of claims in the province.



Richard Alexander, executive director of the Newfoundland and Labrador Employers' Council, outlines the council's problems with the provincial workers' compensation system. — Photo by David MacFarlane/The Telegram

Workers' compensation is an important system, but in Newfoundland and Labrador, unfortunately, the cost of running the system is the excessive, he said, saying it's the most expensive program in the country because it covers 98 per cent of the workforce, rather than the national average of about 82 per cent. "If you have the most expensive system, unless you have the most aggressive legislation, you do not have aggressive legislation in Newfoundland and Labrador when it comes to workers' compensation, and that's what we need. We need new legislation."

Trick now is to make the system viable," Sharon Horan, vice-chairman of the board of trade and CEO of F&W For Work, which prepares injured workers to return to the workforce and despite a significant reduction in the injury rate over the last decade, the duration of claims is still too long. "This isn't about impairing (negotiable) premiums for injured workers, it's about sustaining this system if we continue at the current rate we're having."

Lana Payne, president of the Newfoundland and Labrador Federation of Labour, said the employers' council's problems with the system are rooted in an erroneous assumption that workers are abusing the system. "There are all kinds of checks and balances in the system — if someone better, they go back to work. You have to have a doctor's note to be off. I don't know where they're getting at this, so if people determine that someone gets injured in a workplace, and it becomes the worker's fault, it's incredible to me that they're being treated that way."

Deek Butler, the executive director of the Association of Small Business, said the province's current system is unsustainable. "We don't have the money in the bank to cover the cost going forward for injuries, and that could impact on workers in the future."

Tom much political influence in the system, Alexander said the Workplaces Health, Safety and Compensation Commission lacks the self-regulated independence from government to operate efficiently. Newfoundland and Labrador has the longest average claim duration in the country by far. The length of time it takes someone to return from work after an injury is 122 days, more than three weeks longer than the second-place province, Nova Scotia (98 days).



MISSION

The Newfoundland and Labrador Employers' Council advocates on behalf of employers on matters that enhance their ability to contribute to the economic growth and prosperity of Newfoundland and Labrador.

OBJECTIVE

Affect public policy changes that will make Newfoundland Labrador one of the most competitive jurisdictions in which to do business, by 2020.



“ Success
is the **sum**
of **individual**
efforts
repeated **day in**
and **day out** ”

— Robert Collier

Message from the Chair and Executive Director

*Oh my god,
it's*
HAPPENING!



To understand our excitement when government told us they would be rescinding card based union certification you have to go back two years. In 2012, after a three year consultation with business and labour, government decided to remove democratic secret ballot voting from almost all union certification drives. To put it mildly, the business community lost its collective mind. The NLEC and the business community felt angry, betrayed and disrespected.

The anger that went along with government's decision caused the end of many partnerships between business and government. Emotions were high and it was a difficult time for the NLEC. That anger evolved into one of the most aggressive and concerted lobby efforts the organization had ever seen. While much of the NLEC's lobby to reinstate mandatory secret ballot voting took place behind the scenes, it was strategic, sustained and consistent throughout the two year period. Eventually, government would come to understand our anger. To those in government who supported us in our fight to return secret ballot voting back to our workplaces, and there were many, we say sincerely, thank you.



The second time we said "Oh my god, it's happening" was when, again we got a call from government to tell us that they had agreed to reduce employer workers' compensation premiums. This victory was tangible. It meant \$18 million back to employers year after year after year. It is real money and a real victory that will pay dividends for many years to come.

Workers' Compensation has been an issue for the NLEC for almost its entire existence. Three years ago, the board had had enough and set aside the resources necessary to wage an unprecedented advocacy campaign on this issue. It was one of, if not the, most successfully organized business advocacy campaigns our province has ever seen. We were not the only ones to feel that way. In May of this year the International Association of Business Communicators recognized the campaign not once but twice with two awards – one for advocacy communication and other for government relations.

When we look back at these and the many other advocacy victories over the past year, we are very proud. Thank you to the many members who helped the NLEC achieve so much this year, especially our financial backers, volunteers, staff and public supporters – you know who you are. It will be a challenge to write another annual report as good as this one, but your association will certainly try.

Thank you

A handwritten signature in black ink that reads "Roseanne Leonard".

Roseanne Leonard
Chair of the Board

A handwritten signature in black ink that reads "Richard Alexander".

Richard Alexander
Executive Director

FUTURE REDUCTIONS on the horizon

The lobby continues to pay dividends. As a result of a Workers' Compensation Commission funding policy advocated for by the NLEC, once the funded position of the Workers' Compensation system reaches 110% a 25 cent surcharge will automatically be removed from the average assessment rate in the province. The system is currently at 106% funded. The Workers' Compensation Commission expects the 25 cent surcharge to be removed within the next two years. Removal of this surcharge will mean approximately \$12 Million in additional savings for employers in the province, year after year.

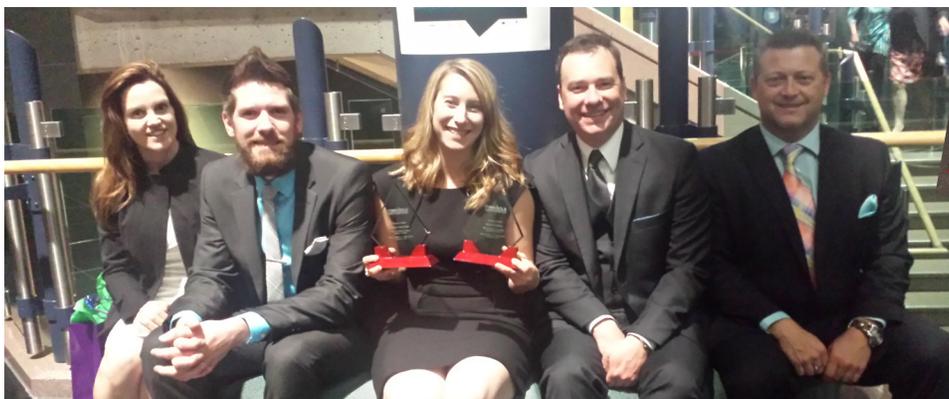
Once achieved, these two successes will **save employers approximately \$30 million annually.**



NLEC RECIEVES TWO AWARDS for our advocacy campaign to reduce workers' compensation premiums

In recognition of the NLEC's advocacy campaign to reduce workers' compensation premiums in the province, the International Association of Business Communicators presented the NLEC with two awards on May 22, 2014. The Pinnacle Awards, as they are called, are designed to showcase excellence in business communication. The NLEC was recognized in both the Government Relations and Advocacy Communications categories.

The Government Relations category recognizes short or long-term programs that influence the opinion or actions of government bodies or agencies. Advocacy Communications recognizes campaigns that seek to influence the attitudes and opinions of audiences toward an issue, cause, point of view, or organization that in turn can sway government decisions or regulations.



The IABC Pinnacle Awards gala was an opportunity for staff and board to celebrate their success.

WHSCC STATUTORY REVIEW

recommendations address NLEC concerns

Earlier this year, the Workplace Health, Safety and Compensation Statutory Review Committee (SRC) concluded its review of the provincial workers' compensation system and made recommendations to improve the system. The NLEC responded publicly and created a detailed response to the committee's recommendations.

The NLEC was pleased that the SRC recognized and recommended that the cost of the system and ensuring financial accountability and sustainability be a priority for the WHSCC. Nearly every area of concern raised by the NLEC throughout the Statutory Review process is addressed in some way in the SRC report. Some of the specific recommendations, however, do not go far enough to facilitate the large-scale top down cultural shift that must occur. There are also some recommendations of concern to the NLEC.

The NLEC has presented its response to the recommendations to the Labour Relations Agency and will continue to lobby government for legislation that provides the Commission with the tools to tighten up the workers' compensation system. We expect several of the employer friendly recommendations in the SRC report to be enacted by government and the Commission.

NLEC position throughout Statutory Review

The NLECs bottom line position was that the workers' compensation system requires fundamental legislative structural changes to reduce the cost of the worker's compensation system in NL and make the attainment of competitive insurance premiums a possibility. Despite the recently reduced rates, Newfoundland and Labrador still has the second most expensive workers' compensation system in the county. There are still inefficiencies, inequities and loopholes within the system that must be addressed to allow for further reductions.

Employer's council, business owners, say workers' compensation rules stifle economic growth

Continued from Page A5

excessive premiums," he said. "(It) was found that there were huge impacts, not only on the ability of business owners to compete on and win projects in other provinces, but on wages that were paid, gross domestic product, investment ... and that in turn impacts communities. So, it's an issue that everybody in this province needs to be concerned about."

One of the people concerned about the situation is Barry Warren, the owner of Dooley's Trucking in Gander. He spoke with the representatives from the compensation commission during the public meeting last week.

Mr. Warren provided the panel with a number of cases in which he feels the system fails to ensure workers' compensation claims are legitimate. He said the cost to employers responsible for following through on compensation claims can be crippling to some businesses.

"I decided to show up because I



HAVING HIS SAY - Barry Warren, right, the owner of Dooley's Trucking, spoke last week during public consultations regarding the workers' compensation system in Newfoundland and Labrador Employer's Council. *Tom Saunders/The Beacon*

was so frustrated with what we had experienced," he said. "We find ourselves today, and in the past couple of months, at a crossroads, and I guess for me in the industry I'm in there's a consolidation that's taking place."

"I'm at a place where I've been approached to sell out. We need to fix this. We need to work to make this a better system."

tsaunders@ganderbeacon.ca
Twitter: @Beacon1Reporter



Mandatory Secret Ballot Voting for Union Certification IS BACK!

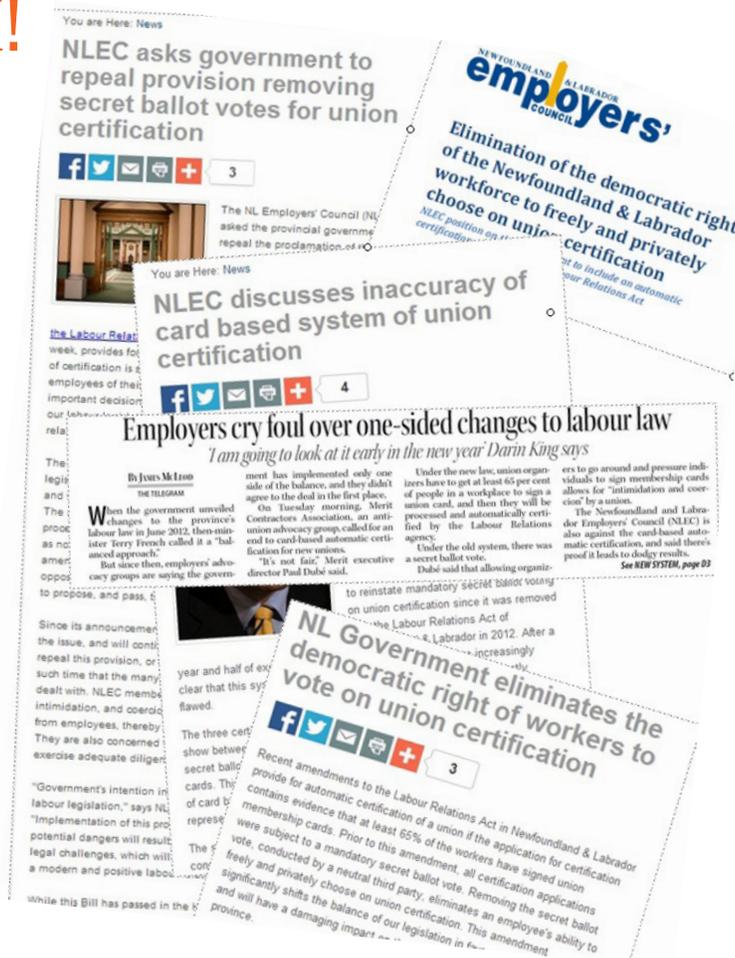
After an intensive two-year lobby by the NLEC and the business community, our provincial government reinstated mandatory secret ballot voting in all cases during the process of union certification. On June 3, 2014 all Progressive Conservative and Liberal members in our House of Assembly voted to support Bill 22, which repealed the provision. The three NDP MHAs voted against.

As part of the lobby to reinstate the secret ballot vote, the NLEC developed a position paper that was subsequently supported by almost all other major provincial business associations. The NLEC Board of Directors held numerous meetings with bureaucrats and Cabinet Ministers and recruited the support of countless CEOs and business leaders. The NLEC lobby was strategic, consistent and sustained for the entire two year period. The NLEC also made public comment in support of our position in the media where appropriate.

This victory was a win not only for employers, but for employees as well. A Leger poll conducted in 2013 showed that 84% of Canadians agreed with having a secret ballot vote when forming or removing a union from a workplace – unionized respondents had the highest support level for secret ballot votes at 86%. The secret ballot vote is recognized by our society as the most fair, accurate and democratic way for a group of individuals to make any decision, and protects against intimidation and coercion from both sides.

The Employers' Council Board thanks and congratulates all those involved in bringing democracy back to the union certification process.

Media personalities Curtis Rumbolt (left) and Tim Powers (centre) chat with John Mortimer from LabourWatch (right) at the NLEC conference following his presentation on the card based union certification issue.



NLEC asks **Atlantic Premiers** to end resistance to **EI REFORMS**



• Federal Minister of Employment Jason Kenney
• scrums with media at the NLEC Employer of
• Distinction Awards in February.

The NL Employers' Council met with the Council of Atlantic Premiers in St. John's on January 14th, 2014 to ask the Atlantic Premiers to reconsider their opposition to Employment Insurance (EI) reforms. The resulting report issued in June of 2014 by the Atlantic Premiers, although anti-EI reform in nature, recognized many of the issues raised by the NLEC in its submission and its public commentary.

The changes to the EI system that took effect in January of 2013 had been lobbied for by the NLEC. Opposition to these reforms by then Premier Kathy Dunderdale was extremely disappointing. EI remains one of the biggest issues for NLEC member employers and is a barrier to addressing labour market challenges, with many employers reporting they feel they are competing with the EI system for labour. Resistance to EI reform in the Atlantic Provinces, as presented by the Atlantic Premiers, sent the wrong message about Newfoundland & Labrador as a place to live, work and do business.

The issue seems to have dropped off the radar for the Atlantic Premiers. The Federal Government has indicated that it plans to move ahead with a complete overhaul of the EI system in 2017.

About the EI Reforms

Changes to our EI system have not had the "devastating impact" on seasonal workers that the Atlantic premiers predicted. In the first half of 2013 only 380 EI claims country wide were disqualified because of the "Connecting Canadians with Available Jobs" (2013 EI reforms) changes. This represents less than 1% of all disqualified claims in the country. Seasonal businesses operating in rural areas where no other work exists have not, and will not be, impacted by these reforms.

Employers' Council **defends employers'** *right to require* **DOCTOR'S NOTES**

In March of 2014 the Newfoundland and Labrador Medical Association (NLMA) sent a letter to its members announcing the organization has formally adopted the Canadian Medical Association policies on Short-Term Illness Certificate and Third-Party Forms. They also asked physicians in the province to follow the principles of these policies, which includes a recommendation that physicians no longer provide third party medical notes for illnesses shorter than five days in duration. This generated attention in the media and required the NLEC to defend employers' right to require doctor's notes for medical absences.

The NLEC spoke with the NLMA and was in the media encouraging physicians to cooperate and provide employers with the information needed to effectively manage absenteeism and return employees to work. Follow up with members in the months since the implementation of these new NLMA policies indicates little to no impact on an employer's ability to manage absenteeism.

NLEC fights changes to the Temporary *Foreign Worker* **PROGRAM**

The Federal Government's changes to the Temporary Foreign Worker Program (TFWP) implemented in May of 2013 had a negative impact on the ability of some employers to employ people in difficult to fill positions.

The NLEC expressed the disappointment of employers in Newfoundland & Labrador with some of these changes -- changes that will make the program more expensive and onerous. Instead of blanket changes that disadvantage all employers, government would have been better served by simply increasing investigation and controls to prevent misuse of the program.

This defense continued in April 2014 when Minister of Employment and Social Development, Jason Kenney, announced a moratorium on the Food Services Sector's access to the Temporary Foreign Worker Program. Part of the NLEC's lobby was to ensure that TFWs currently employed by NLEC members who are in the process of applying for permanent residency would not be disadvantaged. The Temporary Foreign Worker Program (TFWP) has played an important role in the province's ability to attract and retain permanent immigrants. Nearly 70% of all Provincial Nominees for the Provincial Nominee Program (PNP) come from the Temporary Foreign Worker program. The NLEC brought those concerns directly to Provincial Minister Kevin O'Brien and Federal Minister Jason Kenney. The NLEC is pleased that consideration was given to those TFWs and that their individual needs were addressed in the reforms.



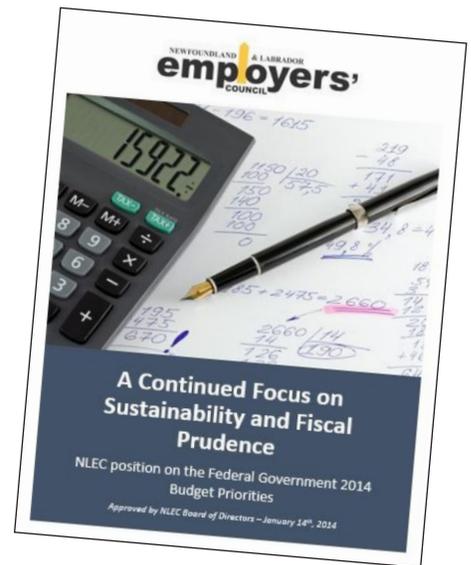
• Provincial Minister Kevin O'Brien speaks at the 2013 NLEC conference. The NLECs relationship with Minister O'Brien helped in the lobby to support temporary foreign workers in our province.

NLEC asks federal government to focus on **sustainability** and **FISCAL RESTRAINT**

In January, 2014 NLEC Executive Director Richard Alexander met with the Honourable Rob Moore, Minister responsible for ACOA in St. John's to discuss federal budget priorities. The NLEC encouraged the Federal Government to:

- focus on creating a competitive tax regime including continued reductions in the corporate taxation rate and Employment Insurance rates;
- oppose the “shotgun” approach proposed by some interest groups to double the CPP as a way to improve retirement income for citizens. Instead the NLEC supports the federal government’s more targeted PRPP initiative designed to provide financially viable pension plans for workers;
- continue with Public Sector Pension Plan reforms, and;
- reduce spending and eliminate the deficit by 2015.

The NLEC Board of Directors is somewhat pleased with the federal government’s work to return our country to balanced budgets and public sector pension reform but would like to see continued efforts in all areas.



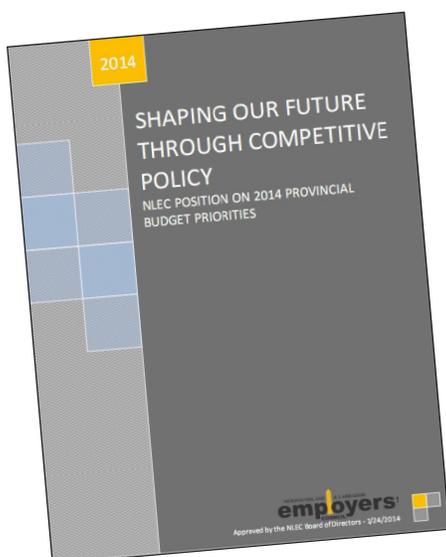
NLEC asks province to get its **fiscal house**

IN ORDER

At pre-budget consultations in February of 2014, the NLEC continued to encourage our province to tackle debt, reduce spending, create a competitive tax regime and shift resources towards immigration in its 2014 budget. Specifically the NLEC recommended that government:

- Continue to look for efficiencies and cost savings in program spending, but not just cut for the sake of cutting;
- Take aggressive action towards addressing the unfunded pension and post-retirement liabilities that now account for nearly \$6 Billion of the province’s debt;
- Create a more competitive tax regime, starting with the elimination of the Health & Post Secondary Education Tax (HAPSET) as promised during the election campaign, and;
- Reallocate resources within the Department of Advanced Education and Skills away from low priority initiatives and toward the highest priority population growth objective of immigration.

While there has been reform to pension and retirement plans in the last year and some constricting of spending, the provincial government continues to run deficits and net debt is expected to reach \$10 billion by 2015. The NLEC will continue to lobby for more fiscal restraint from government and intends to make government overspending an election issue.



Provincial Government Agrees to Increase

Immigration TARGETS



On November 12th, 2014, Premier Paul Davis announced that after concluding discussions with the federal government, the province will increase its Provincial Nominee Program quota from 300 to 500 nominations annually. The federal government's new Express Entry system that is set to launch in 2015 will provide our province with an additional 550 nominations over and above that program. In total, this will give the province influence over bringing 1,050 new immigrants to Newfoundland and Labrador every year.

In meetings with Ministers and at pre-budget consultations for the past three years the NLEC has been calling for increased immigration. Just last year, the NLEC released a report, in partnership with other business associations, on the need to increase immigration targets in our province. While still not the level of immigration needed in the province, this increase in targets is a step in the right direction. The NLEC will continue to advocate for employer friendly immigration policies that address skilled and unskilled labour needs.

Richard Alexander discusses NLEC advocacy issues with Minister Dan Crummell, Senator David Wells, and Federal Employment Minister Jason Kenney.

Future Priorities:

In 2014 the NLEC's Board of Directors identified the association's next key advocacy objective:

Affect public policy changes that will make Newfoundland Labrador one of the most competitive jurisdictions in which to do business, by 2020.

NLEC

Benchmarks NL

against our

COMPETITORS

In order to understand how competitive the province is and what could be improved upon, the NLEC commissioned the Conference Board of Canada to conduct a study that will:

- Determine who Newfoundland and Labrador's true competitors are;
- benchmark our province against those competitors on indicators known to contribute to a productive and competitive business environment, and;
- recommend public policy solutions that will address any identified weaknesses.

Jurisdictions were chosen that are direct competitors to the province, based on NL's top exported goods and jurisdictions that export those same goods to the same jurisdictions. Similarity of business challenges faced, including the industrial structure, rural population dispersion, and the size of the economy were considered.

Newfoundland and Labrador's Comparator Jurisdictions

INTERNATIONAL	U.S. STATES	CANADIAN PROVINCES
Norway United Kingdom	Texas North Dakota	Alberta Saskatchewan Quebec Nova scotia New Brunswick

Source: The Conference Board of Canada.

CEO ROUNDTABLE ON BUSINESS PRIORITIES PROVIDES DIRECTION

The NLEC's annual CEO Roundtable is an invitation-only event for the province's business leaders to network and debate pro-growth public policies that could best position Newfoundland Labrador as **THE** place to do business. Attendees engage in facilitated discussion and solution-seeking debate on the biggest issues facing business in our province.

This year's CEO Roundtable was designed to provide feedback to the Conference Board of Canada's Deputy Chief Economist Pedro Antunes and the NLEC Board of Directors on the public policy changes recommended by the Conference Board in the NLEC's benchmarking study. Senior decision makers from some of the largest organizations in the province provided feedback on policy recommendations that they feel will help address areas of weakness identified in the benchmarking exercise.

The Conference Board of Canada's report and CEO feedback will be used by the Board of Directors, along with other information, to provide direction on specific public policy changes and will form the basis of our lobby efforts in the coming years.

While not finalized, initial results indicate that NL's competitiveness has come a long way in the last 15 years but it is still weak compared to direct competitors. Several areas where NL is lagging behind that could have major impact on our future productivity and economic growth include:

- an aging and shrinking population leading to low scores on education, skills and labour market indicators;
- weak scores on innovation indicators;
- high business costs including utilities, transportation, and payroll costs;
- a distortive tax system with "boutique" tax credits favoring certain industries – increasing compliance time and leading to inefficient market allocations in investments;
- low business and government investment in research and development, infrastructure, technology, and machinery and equipment;
- an unsustainable fiscal situation including high government reliance on oil revenues, high government program spending and net debt.

NLEC commissions

public opinion

RESEARCH

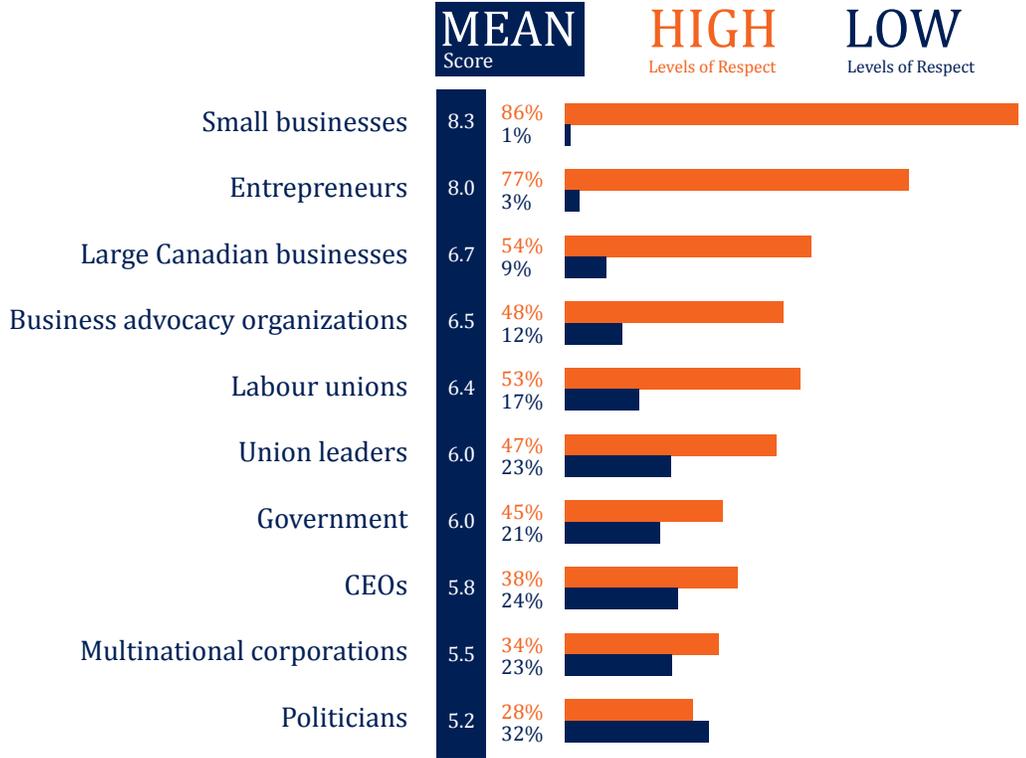
In 2013 the board of directors approved the funding of public opinion research on various NLEC issues, in particular the NLEC's next key advocacy issue of creating a more competitive business environment. This research will be used to assist our lobby to make competitiveness and other NLEC issues a priority for government.

The research will also be used to help refine NLEC public messaging and measure how well our public relations efforts generate awareness and change public perception. The first round of public opinion research was completed in August of 2014.

Public Opinion

research HIGHLIGHTS

For the most part, Newfoundlanders & Labradorians RESPECT business more than labour and government.



Our voice is being heard

83%
believe that it is important that NL have a
COMPETITIVE BUSINESS ENVIRONMENT
compared to similar regions that are our direct competitors.

80% support government policy that
ENCOURAGES PRIVATE SECTOR BUSINESS GROWTH and investment in Newfoundland and Labrador.

Why?

39%
GOOD for the ECONOMY and the PROVINCE

30%
Will lead to BETTER EMPLOYMENT / more JOBS

What do they think of our issues?

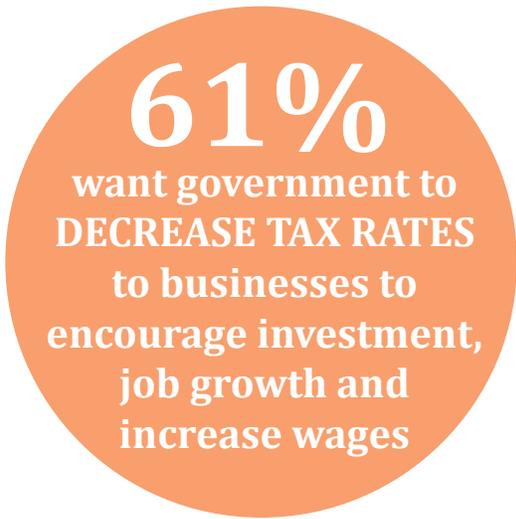
75% of those surveyed agree that
SUCCESS OF BUSINESSES
in Newfoundland & Labrador will result in
PROSPERITY and INCREASED QUALITY of LIFE
for **ALL RESIDENTS** of the **PROVINCE**.

68% of people believe it is important to Increase
INVESTIGATION AND ENFORCEMENT
within the **EMPLOYMENT INSURANCE SYSTEM**

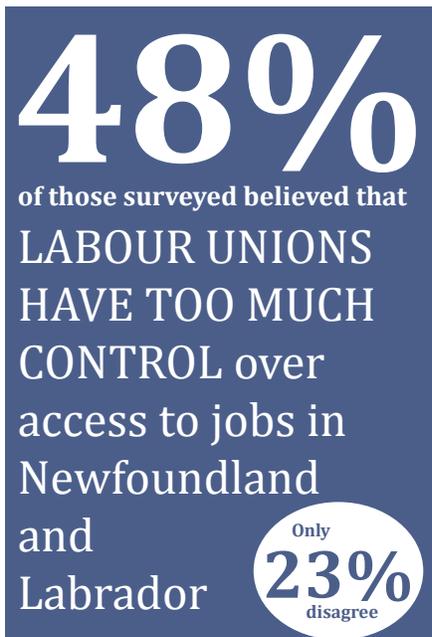
79%
of people believe it is
important to reduce
**PROVINCIAL
GOVERNMENT
DEBT**

64% of people
believe it is
important to
**REDUCE
GOVERNMENT
SPENDING**

62% think it is important to
**REFORM PUBLIC
SECTOR
PENSIONS**
to be similar to
those offered in the
private sector



Their thoughts on unions?



employer OF DISTINCTION AWARDS

..... Congratulations to *Dynamic Air Shelters* & *Marine Atlantic* for being named 2013 *Employers of Distinction*.

MARINE ATLANTIC was recognized for their extensive investment in the continuing education and professional development of their employees, employee recognition program, and positive labour relations environment.

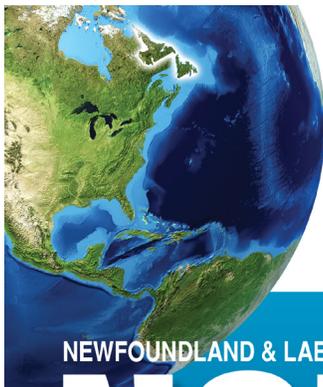
DYNAMIC AIR SHELTERS was recognized for having several best practices surrounding employee appreciation and development.



THANK YOU to our corporate sponsor

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NEWFOUNDLAND & LABRADOR
employers'
 CONFERENCE
2013 Conference
 November 13-14
 Sheraton Hotel, St. John's

NEWFOUNDLAND & LABRADOR is
**NOT
 AN ISLAND**

LESSONS FROM OUR GLOBAL COMPETITORS



The 2013 NLEC Conference focused on our key advocacy issue of improving the competitiveness of our business environment and the need for our province to think globally.





NLEC Committees and Focus Groups

NLEC Board Finance

Darren Dalton (Chair), Gander International Airport
Paula Krats, IOC
Richard Alexander, NL Employers' Council

NLEC Board Governance / Nomination Committee

Roseanne Leonard (Chair), NL Association of CBDCs
Lisa Hollett, KCA Deutag Drilling Canada, Inc.
Jonathan Hickman, Hickman Automotive Group
Ann Marie Vaughan, College of the North Atlantic
Richard Alexander, NL Employers' Council

NLEC Conference Focus Group

Margaret Allan, Husky Energy
Twila Reid, Stewart McKelvey
Joe Dicks, Marble Resort Development Ltd.
Wayne Ash, NewDock
Cynthia Crosbie, Crosbie Group Ltd. and Member Companies
Jaclyn Sullivan, NL Employers' Council
Richard Alexander, NL Employers' Council

NLEC STAFF

Richard Alexander, Executive Director
Jaclyn Sullivan, Manager of Public Relations and Strategy
Jeff Butt, Senior Employer Advisor
Michael Young, Employer Advisor
Andrew Pike, Safety Sector Advisor
Kim Martin, Administrative Assistant
Darcy Delgatty, Bookkeeper

Board of DIRECTORS



Roseanne Leonard
Chair
Director, Small Business & Associations
Managing Director
NL Association of CBDCs



Richard Alexander
Executive Director (Ex-Officio)
NL Employers' Council



Darren Stratton
Vice - Chair
Director, Professional Services
Partner
McInnes Cooper



Greg Viscount
Director, Manufacturing & Processing
General Manager
Ocean Choice International



Darren Dalton
Secretary - Treasurer
Director, Transportation & Municipalities
Vice President/CFO
Gander International Airport



Ann Marie Vaughan
Director, Provincial Government Agencies
President and CEO
College of the North Atlantic



Jonathan Hickman
Director, Retail & Service
Owner/Operator
Hickman Automotive Group



Lisa Hollett
Past Chair (Ex-Officio)
Project Transition Manager
KCA Deutag Drilling Canada, Inc.



Paula Krats
Director, Mining
Supervisor, Mine Care
Iron Ore Company of Canada



Cynthia Crosbie
Director, Oil & Gas
Director
Crosbie Group Ltd. and Member Companies

“ Success
doesn't just happen
it is planned for ”

— ANONYMOUS



129 Glencoe Drive
Donovan's Industrial Park
Mount Pearl, NL A1N 4S7
Phone: (709) 368-6532
Toll Free: 1-888-738-5900
Fax: (709) 368-6543
E-Mail: nlec@nlec.nf.ca
Web: www.nlec.nf.ca