



ANNUAL
PERFORMANCE
REPORT

2013

Shaping Our Future

MISSION

To advocate on behalf of employers on matters that enhance their ability to contribute to the economic growth and prosperity of Newfoundland and Labrador.

NLEC STRATEGIC OBJECTIVES

- Develop strong employer positions
- Represent employer interests to government and governmental agencies
- Inform public opinion regarding employment policy issues
- Providing employer the opportunity to learn, discuss and engage on employment policy issues
- Offer individual employers employment related advocacy, assistance and advice

“ The
best way
to predict
your future
is to create it.”

— Abraham Lincoln

Message from the CHAIR



Shaping our future

To be honest, at the start of this past year I had little indication where the NLEC would end up. A lot had changed and would change in 2013 and I remained hopeful but uncertain how the year would end.

Past boards had set the association toward a new future -- a future that they hoped would help the association achieve greater success. They put in place a new governance structure and recruited new directors from senior positions in member organizations. Most directors this past year were new to the board. Despite being new, they had to immediately resolve several challenges, many of them long standing.

Early in 2013 the finance committee tackled the NLEC's reliance on outside funding sources and the labour market pressures dogging the association. The board subsequently voted to restructure the membership fees and strengthen association finances through outside funding sources until the three year transition to a new membership fee structure was completed. The board's governance committee worked to engage and educate the new board and I was happy to see such a smooth transition. The same committee rewrote the NLEC's bylaws to help current and future boards govern the association.

The future was also shaped in 2013 by our advocacy. We achieved reform to the Employment Insurance system, a promise from two political parties to eliminate or reduce the "payroll tax" and, optimistically, a reduction in workers' compensation insurance premiums with hopefully more to come. With these issues winding down, it fell to the new board to determine the next big thing for the NLEC.

The board held a CEO roundtable on business priorities last May that, together with extensive research conducted by NLEC staff, helped them select our next proactive advocacy objective. In 2014, the NLEC will begin advocating to make the business environment in Newfoundland and Labrador more competitive -- with the aim of becoming one of the most competitive provinces in Canada to do business by the year 2020. Government policies such as immigration, taxation and labour relations will be tackled one by one to make them more competitive.

Thanks to work done by the NLEC in 2013, our future will have a less costly employment environment for employers, a financially stronger NLEC, a stronger governance structure at the board level, and a public discussion about the need for our province to do more when it comes to being a competitive place to do business. Thank you to the 2013 Board, staff and members who played a role in shaping our future. It's an exciting time and I am thankful to be a part of it.

Sincerely

Roseanne Leonard
Chair of the Board

Message from the EXECUTIVE DIRECTOR

The next big thing

This past year was an interesting year for anyone concerned about our province's future. Budget 2013 delivered what many considered to be a much needed correction to the spending levels by our provincial government. It was a correction the NLEC had been asking for at pre-budget consultations and in private meetings with Ministers for the last number of years. The NLEC Board of Directors was pleased with the steps government took to live within its means but, unfortunately, many in the public did not share that perspective.

While some opposition to provincial budget cuts is to be expected, much of the commentary in the public demonstrated a lack of understanding about how wealth is actually created in our province. It is private business, not government that creates wealth. Yes, government can support the creation of wealth through the building of infrastructure and other investments but it is entrepreneurship, innovation and competition in the private sector that drives our economic growth and prosperity. The question is then, what do we need to do as a province to sustain our unprecedented economic prosperity?

That was the question we put to attendees at our CEO Roundtable on Business Priorities last May. It was attended by more than 20 CEOs from member organizations and together they debated pro-growth policies that could position our province for future success. The results, not surprisingly, focused on what government policies need to be in place to create an environment that sets the conditions for business to succeed. The Board of Directors of the NLEC took this information and came up with, what they believed, would be the way to ensure our prosperity is carried forward for the next generation.

The goal is to move Newfoundland and Labrador from one of the least competitive provinces to do business, to one of the most competitive in the country, by the year 2020. Policies surrounding corporate tax, personal tax, labour legislation, immigration, and prudent government fiscal management are all areas where improvements can be made. All of these, collectively, impact the attractiveness of our province as a place to set up and do business. Being uncompetitive on any of these types of measures is not in anyone's best interest.

The NLEC's role for the next several years will be to educate our elected officials and the general public about the importance of being competitive and to the reality that a competitive private sector is the only known way to create and sustain wealth. I thank the NLEC Board, staff, and the many member CEOs that contributed to the creation of this "next big thing" for the NLEC. It will be a long process with many challenges but the payoff will be well worth it.

Thank you,



Richard Alexander
Executive Director

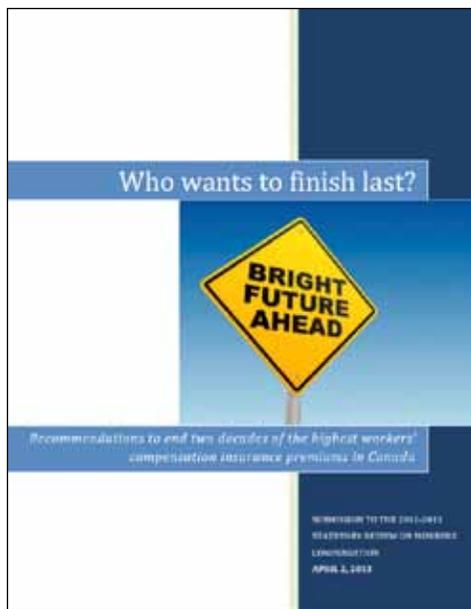


Highlights and Accomplishments

Workers' Compensation Statutory Review

The NLEC Board of Directors is hopeful that January 1, 2014 will mark the first reduction in workers' compensation insurance rates in this province since 2006. Due to a sustained lobby by the NLEC, much of which has been tied to the recent statutory review process, we believe government and the Workplace Health, Safety and Compensation Commission (WHSCC) Board of Directors has realized that high workers' compensation insurance premiums are a problem in our province. The NLEC Board of Directors congratulates all those who played a role, no matter how small, in lobbying for a reduction.

Workers' Compensation statutory review is held approximately every five years and is designed to review the workers' compensation system and make recommendations for change to government. Past reviews yielded many recommendations but little in the way of tangible results to alleviate the issues of cost and claim duration.



The Board of Directors of the NLEC made the decision to devote significant resources to the workers' compensation fight in 2013, making it the most significant NLEC lobby effort in the association's history. After two decades of statutory reviews, strategic plans, and multiple tri-partite roundtables our workers' compensation system is still the most expensive in Canada. The board's goal in this recent statutory review was to achieve legislative changes that would set the workers' compensation system on the path to cost reduction.

The NLEC successfully negotiated the ability to appoint a representative directly to the Statutory Review Committee. Mr. Claude Horlick was appointed by the NLEC Board to negotiate for employer interests at that table. Mr. Horlick is a retired labour relations professional from Memorial University and has been involved in NLEC advocacy committees for many years.

The NLEC's position on changes required to the Workers' Compensation system entitled, *"Who Wants to Finish Last? Recommendations to end two decades of the highest workers' compensation insurance premiums in Canada,"* were released publicly at a press conference on February 21st, 2013. Many bright and dedicated individuals on our Workplace Safety and Compensation Committee and the NLEC Board of Directors gave significant time over the past number of years to develop and debate the recommendations contained in this document.

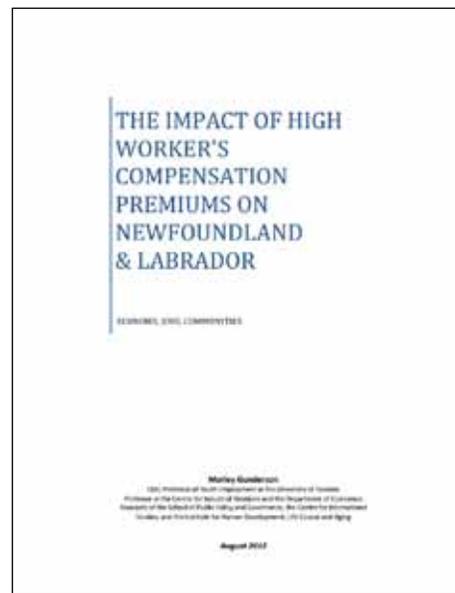
NLEC board and staff have had numerous meetings with elected officials and bureaucrats and have lobbied aggressively on this issue. NLEC messaging dominated the discussion on this issue in the media. NLEC staff followed the statutory review public hearings around the province and secured media coverage at all of the events. At one point, NLEC messaging on workers' compensation was on the front page of three provincial newspapers in the same week.

We are cautiously optimistic about the outcome of the review. We expect the announcement of statutory review recommendations before the end of 2013.

NLEC commissions study on the negative impacts of high workers' compensation premiums

To support our efforts surrounding statutory review, the NLEC Board of Directors commissioned research by award winning economist Dr. Morley Gunderson of the University of Toronto's Centre for Industrial Relations and the Department of Economics. Gunderson quantified the impact of high workers' compensation premiums on the economy of Newfoundland and Labrador. Dr. Gunderson's study was released at press conferences on September 27, 2012 in St. John's and on November 8, 2012 in Corner Brook.

Gunderson concluded that the excessive premiums paid in this province for the last twenty years, currently 42% higher than the Canadian average, are negatively impacting businesses, employee wages, employee hires, the price of goods and services sold, investment, communities and the provincial economy as a whole. The Gunderson study provides an illustrated impact of what would happen three years after reducing our rate to the Canadian average. That reduction would result in multiple positive effects including: a \$60 million increase in investment, the creation of nearly 2000 jobs; and a \$330 million increase in GDP.



Gunderson's research generated significant media coverage, was shared with the Commission, multiple ministers and senior bureaucrats, and was utilized to demonstrate the need for reforming the system throughout the statutory review.

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

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Over the past year, the NLEC generated extensive media coverage on the need to reduce the cost of the workers' compensation system – shaping the public dialogue during statutory review

N.L. has highest premiums in country

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Labour's cost of doing business is highest in country, says NLEC

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Alberta called the most comparable jurisdiction



Employers' Council continuing to lobby for improvement

Employers' Council continuing to lobby for improvement

Richard Alexander, executive director of the Newfoundland and Labrador Employers' Council, said the review of the Workplaces, Health, Safety and Compensation system should start with a focus on the worst in the system.

Making them pay

Making them pay

Employers are bearing the brunt of the cost of the workers' compensation program in this province, and it's crippling industry.

Workers Comp needs major overhaul, says Employers' Council

Workers Comp needs major overhaul, says Employers' Council

Workers' compensation system is broken, says NLEC

Fundamental problems in the system

Fundamental problems in the system

Workers' compensation system is broken, says NLEC

Workers' Comp needs new rules, says Emplo

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Workers' compensation system is broken, says NLEC

Employers push for stricter workers' compensation rules

Employers push for stricter workers' compensation rules

Workers' compensation system is broken, says NLEC

Changes to compensation

Changes to compensation

Workers' compensation system is broken, says NLEC

N.L. has the highest premiums

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Labour's cost of doing business is highest in country, says NLEC

Employers' Council lobbies for changes to workers' compensation

Employers' Council lobbies for changes to workers' compensation

Workers' compensation system is broken, says NLEC

Employers' Council lobbying for new legislation

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NLEC Executive Director Richard Alexander thanks Federal Minister Lisa Raitt with seal skin mittens for speaking at the 2012 Employer of Distinction Awards Gala in February 2013.

Shaping the future of our advocacy

With EI reform achieved, a commitment to eliminate the payroll tax, and the end of the Statutory Review on Workers' Compensation, the NLEC's advocacy on tax on labour will switch from a proactive to reactive approach. As a result, a priority for the NLEC Board of Directors this past year was to identify the next major proactive advocacy initiative of the association.

On Thursday, May 30, 2013 the NLEC held the CEO Roundtable on Business Priorities, an event for the province's business leaders to network and debate pro-growth public policies that could best position Newfoundland and Labrador (NL) as **the** place to do business. It was designed to assist the NLEC Board of Directors in selecting the next proactive advocacy initiative for the association and help galvanize support for the issue, and the NLEC, among senior decision makers in member organizations.

Twenty CEO level executives from NLEC member organizations met in a confidential, closed-door environment to discuss four subject matter areas chosen by the NLEC Board of Directors:

- Creating a more business minded province
- Creating a competitive provincial tax regime
- Increasing the availability of human capital
- Increasing our labour productivity

Input provided at this event was critical in the identification of the need to increase the competitiveness of our province's business environment.

Transforming Newfoundland & Labrador into one of the most competitive provinces in Canada in which to do business, by 2020

Following extensive research by NLEC staff and feedback from the CEO Roundtable the board of directors selected the association's next key objective – to transform Newfoundland and Labrador into one of the most competitive provinces in Canada in which to do business by 2020.

The rationale for becoming more competitive

The board determined that creating a more business friendly provincial environment is a root issue that will unlock our ability to achieve success on other issues. When evaluating what it means to be “business friendly” it is clear that the implementation of pro-growth public policies known to contribute to a competitive business environment such as fiscal prudence, decreased taxation, immigration and a competitive labour relations environment all have a role to play in our ability to maximize our economic opportunities.

The role of government is to create the conditions for competitiveness so that entrepreneurship, innovation and investment will generate benefits for Newfoundlanders & Labradorians. A competitive province will contribute to the prosperity and quality of life of all current and future Newfoundlanders & Labradorians.

NLEC commissioning economic study on the need to improve the province's competitiveness

The Board of Directors has approved the funding of a research project for 2014 that will:

1. Determine relevant public policy measures and peer jurisdictions by which to benchmark our province's competitiveness
2. Develop a competitiveness scorecard for the province
3. Quantify the economic impact of being uncompetitive
4. Measure the province's progress on competitiveness on a yearly basis

This research will form the foundation of our lobby to become a more competitive place to do business. The study will begin in 2014.



2012 Employer of Distinction Awards Gala Reception. (l-r): General Manager, Ocean Choice International, Greg Viscount; Senator David Wells; Loraine Barnett, Senior Policy Advisor, Federal Minister's Regional Office & Association of Seafood Producers Executive Director, Derek Butler.

NLEC commissioning 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 competitiveness. This research will be used to assist in our lobby to make competitiveness and other NLEC issues a priority for government. Presenting the public's opinion and support for a particular issue will assist greatly in our advocacy. As well this research will be used to help refine NLEC public messaging and measure how our public relations efforts generate awareness and change the public's perception of our issues. This public opinion research is scheduled to begin in early 2014.

A Hold on Minimum Wage Increases in 2013

During 2012, the provincial government appointed a three person panel to report on what steps should be taken on minimum wage legislation. The panel's report was released on December 6, 2012 and outlined two recommendations for the Provincial Government to consider:

1. That the minimum wage be increased in 2013 to reflect the loss of purchasing power in the minimum wage since 2010. The increase should be preceded by at least six months notice to stakeholders and the public; and,
2. Beginning in 2014, that the minimum wage be adjusted annually based on the previous year's all-items Consumer Price Index for Newfoundland and Labrador. Adjustments would be announced to the public by January 31 of each year and implemented on May 1 of each year. They would be rounded to the nearest \$0.05.

The NLEC opposed these recommendations, in particular the recommendation to increase minimum wage in 2013. The province recently experienced a 67% increase in minimum wage over a five year period and some employers are still struggling to adjust to this unprecedented increase.

The NLEC submission to the minimum wage review entitled, *“Who Really Pays: Why increasing Newfoundland and Labrador’s minimum wage could do more harm than good”* presented economic evidence to demonstrate that minimum wage increases have significant negative impacts on jobs and the economy, and actually hurt the people they are believed to help. Minimum wage increases cause negative impacts on minimum wage earners (primarily students and youth), those living below the poverty line, consumers, businesses - particularly those in rural communities, and our economy.



The NLEC did support removing the politics from minimum wage setting. The NLEC continues to ask government for increased protection at law for employers from large minimum wage increases in short time frames. If government chooses to ignore the weight of evidence demonstrating the negative impact of minimum wage increases, any increase must be gradual, based upon economic conditions, and preceded by a significant notice period for employers.

In opposition to the panel's recommendation, the NLEC believes a less volatile indicator than CPI should be used and that the indicator should act as a **ceiling** for minimum wage increases. Government should not be permitted to go above the ceiling.

Media interest in minimum wage is extensive and the NLEC gave multiple interviews on the NLEC position. We have worked hard to educate the public about the negative impacts of minimum wage increases, and despite the committee's report, have successfully stayed an increase in minimum wage in 2013.

Employment Insurance Reform

In 2009 the NLEC began a concerted lobby for Employment Insurance (EI) reform. Since that time, the NLEC's lobby included meetings with three federal cabinet ministers, a research project by Corporate Research Associates that demonstrated the magnitude of the problem, and numerous public relations events and initiatives designed to educate the public about the need to modernize our Employment Insurance system.

The Board of Directors felt that reforming the Employment Insurance system, although somewhat controversial, would be a key to maximizing economic benefits for the people of our province. The NLEC was extremely pleased to see the federal government's reforms announced May of 2012. The reforms took



Shawn Skinner, Senior Director Business Development at Aecon Construction Group Limited, speaks on skill development at the 2012 NLEC Annual Conference.

effect this past year on January 6, 2013. The NLEC's public and private lobby played a significant role in the federal government's decision to modernize our EI system.

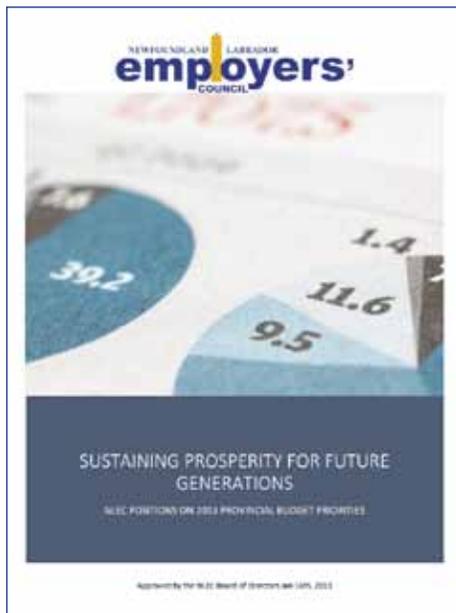
The employer experience with the changes was immediate and positive, particularly in the service industry in the Northeast Avalon region. Members reported a significant increase in the number of applications for vacant positions. Some members operating in rural areas of the province reported seasonal workers returning to work sooner than in previous years.

Many groups objected to the reforms saying they would negatively impact rural areas of the province. However, when the reforms are examined closely, it is obvious that communities with no alternate work in the local area would not be affected. Areas with many jobs available, such as urban areas like the Northeast Avalon, would see the greatest movement of individuals on Employment Insurance into available jobs. This is what was expected and this is what occurred.

The NLEC worked hard to counter the arguments being put forward by various special interest groups opposed to the changes. The feedback from the business community and from a sizable portion of the general public was very positive. There is a clear recognition in our province that EI system does not fit with the current realities of our province's labour market.

Unfortunately, the Premier announced that the province, in partnership with the other Atlantic Canadian Premiers, would be lobbying the federal government to reverse the reforms. The NLEC continues to lobby our provincial government to recognize that employment insurance reform was, and is, necessary.

The Province moves toward more prudent fiscal management



For the last several years, the NLEC has been lobbying the provincial government to reduce its expenditures. In meetings with elected officials and at pre-budget consultations, the NLEC has stressed the urgency to reduce government spending to ensure program expenditures are sustainable. The NLEC highlighted, both publicly and privately, that sustainable spending is essential to the future economic success of our province.

NLEC position on provincial fiscal management

The NLEC's 2013 pre budget position paper entitled, "*Sustaining Prosperity for Future Generations*", outlined the NLEC's recommended priorities for the provincial government. Those priorities included: long-term fiscal policy focused on eliminating deficit, increased efficiency and productivity in the public service, reducing unfunded pension and post retirement liabilities, creating a competitive tax regime, and encouraging business attraction and investment. Such policies have been shown to create wealth, improve our standard of living and maximize the benefits of non-renewable resource revenue.

Government reins in expenses

On March 26, 2013 the provincial government announced that it would be "reining in expenses" to deal with a potential \$1.6 billion provincial deficit. The reining in of expenses included reducing the public sector workforce, which accounts for 55% of all expenditures. The need to take action on government spending was undeniable and government's own figures showed the severity of the problem:

- In 2011, public sector employees accounted for 26% of total provincial employment – the highest of any North American jurisdiction.
- Extensive research shows that a large public sector leads to poor labour market outcomes & economic performance – increasing unemployment and decreasing productivity.
- Government indicated that the unfunded pension and post retirement liabilities are in excess of 5.6 billion, or 66% of the total provincial net debt.
- Net debt is now expected to hit \$8.9 billion, up from \$8.5 billion as predicted last spring. Newfoundland & Labrador has the 3rd highest net debt per capita in Canada.



WHSCC Board Chair Ralph Tucker & Minister Nick McGrath at the 2012 Employer of Distinction Awards Gala Reception.

The NLEC is very pleased that government has listened to the NLEC and other groups that have been advocating for aggressive action on the province's fiscal situation. Prudent fiscal management of the province is essential to the continued economic success and prosperity of all Newfoundlanders and Labradorians. Government's movement in the direction asked for by the NLEC was a significant accomplishment and it was important for the NLEC to support government publicly in those decisions.

Government moving to reform public sector pensions

One major component of the NLEC lobby for prudent fiscal management was the need for reform to the public sector's pension and post retirement programs. For the last 3-4 years, the NLEC has been lobbying government to reduce our province's \$5 Billion unfunded pension and other post retirement liabilities. This lobby included several public and private initiatives to educate policy makers, the public and elected officials about the lessons learned in the private sector about such liabilities.

At last year's pre-budget consultations the NLEC asked government for a review of public sector pensions. Reforming the pension plans to ensure long-term sustainability has been a very public pre-budget issue for the NLEC at the last four pre-budget consultations.

On September 19, 2013 Premier Kathy Dunderdale announced that government had initiated just such a review of public sector pensions in consultation with public sector unions. Government has engaged in a collaborative process with stakeholders on pension reform that began with a meeting in June 2013. In addition, government has hired actuarial consultants to do high-level pension related analysis and will share all information with stakeholders. That government and unions have begun to discuss such reform is a step in the right direction.

The NLEC's position has been, and continues to be, that any reforms must provide a pension plan that is equitable to what is offered in the private sector, fair to taxpayers, and sustainable in light of the province's current demographics. We will continue our strong public lobby on this issue.

Government's promise to eliminate the "payroll" tax

In response to the NLEC's multi-year lobby to eliminate the regressive Health and Post Secondary Education Tax (HAPSET), the Progressive Conservative Blue Book election platform committed to work toward the elimination of the HAPSET by raising the exemption incrementally, reducing the value of the tax by \$10 Million per year for the next four years. The Liberal Party also committed to increase the HAPSET threshold from the current \$1.2 Million to \$3 Million.

Over the past year, the NLEC, on numerous occasions, continued to stress the need for government to live up to its commitment regarding the HAPSET over the long-term. The NLEC is hopeful that following the provinces current fiscal challenges movement will be made on the payroll tax.

Reinstatement of secret ballot votes for union certification

Government's Bill 37, a bill to amend the province's *Labour Relations Act*, introduced on June 19, 2012 contained a significant surprise for the NLEC and employers in this province. In the Act the provincial government included a card based union certification provision. This provision removes the requirement for a secret ballot vote to determine the true wishes of the workplace regarding union representation in cases where a union can prove union membership for 65% of the workplace.

This issue represents one of the biggest lobby efforts of the NLEC in many years. Efforts to correct this government decision were significant and sustained. The NLEC's position has been that democratic secret ballot voting should be provided in all situations.

Recent experience

The problems of removing democratic secret ballot voting from the union certification process have become clear over the last year. Between June 27, 2012 and June 26, 2013 there were three situations where the accuracy of the card based certification process were called into question. In each situation, the percentage support for union representation indicated on signed unions cards was significantly lower than the results of the democratic secret ballot vote – a variation of anywhere between 20% to 47.4%. Such variation demonstrates clearly that the process of card based certification is not accurate and is not working as government had intended.

The NLEC made this point on several occasions and to several Ministers and continues to lobby for the removal of the card based certification provision from our *Labour Relations Act*. We are hopeful that government has recognized the need for secret ballot voting and will reinstate it in the coming year.



The 2012 Employer of Distinction Winners. L-R: NLEC Board Chair Roseanne Leonard; Key Assets Executive Director Heather Modlin; Fortis Properties President & CEO Nora Duke; H.J. O'Connell Vice President of Major Projects Len Knox and Human Resources Manager Rosalita Yetman; and Federal Labour Minister Lisa Raitt.

2012 NLEC Employer of Distinction Awards

The NLEC was pleased to have then Federal Minister of Labour, the Honourable Lisa Raitt, provide the keynote address at the 2012 Employer of Distinction Awards ceremony on February 15, 2013 at the Sheraton Hotel.

H.J. O'Connell was recognized for their unique multi-generational HR practices, corporate and social responsibility and community presence.

Key Assets was recognized for their consistent commitment to creating a positive, motivated work culture and as a leader in unique best practices.

Fortis Properties was recognized for their pay-for-performance philosophy, employee service awards and their industry leading charitable giving programs.

Fifteen additional employers were shortlisted for the award:

- Cox & Palmer
- CBDC Trinity Conception
- Dynamic Air Shelters Ltd.
- Keep Cool Refrigeration & A/C Ltd.
- Prima Information Solutions Inc.
- Blue Sky/CareGivers
- Central Dairies
- Colemans
- Marine Atlantic
- Nalcor Energy
- Newfoundland Power
- Newfoundland & Labrador Credit Union
- Oceaneering Canada
- Pennecon
- Sobeys

Congratulations to all employers recognized at the awards.

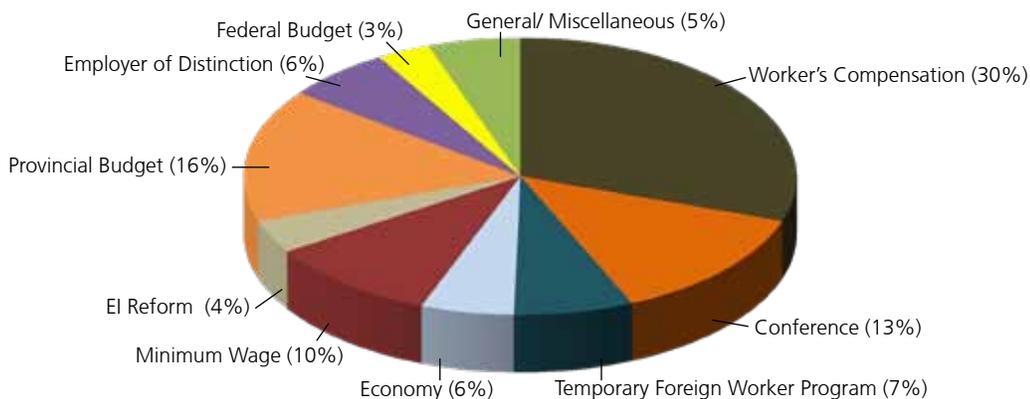
Media coverage

Public relations is a key component of the NLEC's advocacy. Educating the public, government and the business community on the NLEC's advocacy issues enhances the success and in some cases is a critical component of our strategy to change public policy.

There are two main categories of NLEC public relations -- proactive and reactive. Reactive media relations occurs surrounding issues raised by other groups that require a counter point by the employer community -- issues like the Federal Budget. Proactive issues are media opportunities generated by the NLEC through press conferences, speaking engagements or generating comments on an initiative by government, like the workers' compensation statutory review. By being proactive we are shaping the direction of the media coverage received by our organization, and in turn the public dialogue on employer issues. Workers' compensation was the key issue for the NLEC in 2013 and this is reflected in the significant coverage received.

In 2012-13 the NLEC generated approximately 250 media hits. Media coverage this past year included several debates with labour leaders on the provincial budget and minimum wage, appearances on NTV's Issues and Answers, CBC's On Point and in studio live interviews on CBC's Here and Now and NTV's Evening News Hour. Cover stories were achieved in the Telegram, the Western Star and multiple community newspapers on workers' compensation and the provincial budget.

NLEC Media Coverage 2012-13



NLEC Committees and Working Groups

NLEC Board Finance

Darren Dalton (Chair), Gander International Airport Authority
Paula Krats, Cliff's Natural Resources, Wabush Mines
Richard Alexander, NLEC

NLEC Board Governance

Roseanne Leonard (Chair), NL Association of CBDCs
Lisa Hollett, KCA Deutag Drilling Canada, Inc.
Jonathan Hickman, Hickman Automotive Group
Richard Alexander, NLEC

NLEC Ad Hoc Committee on Card Based Certification

Darren Stratton (Chair), McInnes Cooper
Denis Mahoney, McInnes Cooper
Fabian Connors, A. Harvey and Co., Ltd.
Greg Anthony, Cox and Palmer
George Ogilvie, Rambler Mines
Harold Smith, Stewart McKelvey
Jason Byrne, Sobeys
Janet Joyce, Coleman Management Services Ltd.
John McGrath, Consultant
John Peddle, AMP Associates Ltd.
John Whelan, Caregivers
Larry Bartlett, TECK, Duck Pond Operations
Lorne Bennett, Pennecon Ltd.
Jaclyn Sullivan, NLEC
Richard Alexander, NLEC

NLEC Ad Hoc Committee on Workers' Compensation Statutory Review

Paul Westcott (Chair), Canada Post
Alison Walker, Newfoundland and Labrador Health Boards Association
Cathy Dormody, Newfoundland Power
Chris King, McInnes Cooper
Chris Peddigrew, Cox and Palmer
Colleen Rixon, IOC
Dallas Mercer, Dallas Mercer Consulting
Dave Parsons, Canada Post
Heather Hopkins, St. John's Transportation Commission
John Peddle, AMP Associates Ltd.
Kim Lynch, Sobeys
Kim Wells, Eastern Health
Lemoine Coleridge, Loblaws
Mike Johnson, Eastern School District
Sharon Horan, Fit for Work
Lisa Hollett, KCA Deutag Drilling Canada, Inc.
Andrew Pike, NLEC
Jeff Butt, NLEC
Michael Young, NLEC
Jaclyn Sullivan, NLEC
Richard Alexander, NLEC

NLEC Ad Hoc Committee on Immigration and Temporary Foreign Workers

Chris Peddigrew, Cox and Palmer
Donna Pomeroy, Country Ribbon
Frances Puglisevich, Puglisevich Group of Companies
Gordon Kirby, Eastern Health
Marlene VanDeWiel, Mar Investments Ltd.
Robert Simmons, Vale
Susan Collins, PF Collins
Twila Reid, Stewart McKelvey
Tracy Harris, Eastern Health
Jaclyn Sullivan, NLEC
Michael Young, NLEC
Richard Alexander, NLEC

NLEC Education and Training Working Group

Darren Stratton (Chair), McInnes Cooper
Ada Shave, Knightsbridge Robertson Surette
Brenda Gaulton, Pennecon
Cynthia Crosbie, Crosbie Group Ltd. and Member Companies
Dan Tobin, Marine Atlantic
Heather Bruce-Veitch, Iron Ore Company of Canada
Janet Joyce, Coleman Management Services Ltd.
Kim Snow, Sheraton Hotel
Marilyn Shortall, Anthony Insurance
Mary Walsh, City of St. John's
Michele Walsh, Newfoundland Power
Susan Jenkins, KCA Deutag Drilling Canada, Inc.
Wayne Noseworthy, NL School Boards Association
Andrew Pike, NLEC
Jaclyn Sullivan, NLEC
Richard Alexander, NLEC

NLEC Staff

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

Board of Directors



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



Len Knox
Director
Construction & Utilities
H.J. O'Connell Construction Ltd.



Darren Stratton
Vice - Chair
Director, Professional Services
McInnes Cooper



Greg Viscount
Director
Manufacturing & Processing
Ocean Choice International



Darren Dalton
Secretary - Treasurer
Director, Transportation
& Municipalities
Gander International Airport



Ann Marie Vaughan
Director
Provincial Government Agencies
College of the North Atlantic



Jonathan Hickman
Director, Retail & Service
Hickman Automotive Group



Lisa Hollett
Past Chair (Ex-Officio)
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