

November 28, 2019

Mr. Mel Norton, Chair  
WorkSafeNB Board of Directors  
1 Portland St., P.O. Box 160  
Saint John, NB E2L 3X9

**Subject: 2020 Mandate Letter**

Dear Mr. Norton:

I would like to extend my appreciation on behalf of Premier Blaine Higgs and my colleagues on Executive Council for your commitment and that of your Board members, in serving New Brunswickers through your work with Workplace Health, Safety and Compensation Commission (WorkSafeNB). The Government of New Brunswick has entrusted you and your Board to oversee the strategic operation of this organization.

I note that the Meredith Principle of independent administration has been a key component of workers' compensation systems for more than 100 years. I also recognize that WorkSafeNB is entirely funded through premiums paid by New Brunswick employers. However, there are many aspects of workers' compensation that both complement and form a critical part of public policy in New Brunswick. Additionally, Occupational Health and Safety is a priority for the New Brunswick government. On that basis, there are a number of areas where WorkSafeNB's goals and objectives must align with those of the Government of New Brunswick.

WorkSafeNB's commitment to promoting healthy and safe workplaces for New Brunswickers and New Brunswick employers is key to supporting one of this government's priorities: an energized private sector (see Appendix B). Within this priority area, you are directed to find key performance measures and concrete initiatives that will help push the province toward achieving this goal. The measures and initiatives should be incorporated into your strategic planning cycle. Our Government believes that we need to build upon our strengths and work together to embrace the opportunities that lay before us.

Your priority of preventing workplace injuries and occupational disease, as well as providing comprehensive rehabilitation services and fair compensation benefits helps to ensure that the integrity of the Meredith Principles is maintained and balanced. As your Minister, I will reinforce and support a continued strong, constructive and collaborative relationship with your Board of Directors and management based on sound governance principles, mutual respect, and open communication.

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As a Crown Corporation, I expect that you and your Board will apply sound governance principles guided by effective strategy that delivers on your mandate enclosed within. This includes abiding by the legislation and policies that WorkSafeNB is bound by and the deliverables identified within. Specifically, I expect WorkSafeNB to develop long-term strategic goals, define measurable targets for key performance indicators and in accordance with the *Accountability and Continuous Improvement Act*, share with me, as Minister of Post-Secondary Education, Training and Labour, an annual plan that identifies how the commission intends to deliver on the mandate outlined herein. I expect you to provide to me, as required in legislation, the annual report that communicates the outcomes activities of the 2019 fiscal year and shall submit to the Clerk of the Legislative Assembly.

As discussed in our meeting this summer; the Premier, my colleagues on Executive Council and I, are committed to ensuring sound governance practices for Crown Corporations and want to ensure you and your colleagues on the WorkSafeNB Board have the adequate tools and skill sets required to effectively oversee this key organization. I know I can count on your hard work and dedication to fulfill your Board's duties and responsibilities. I look forward to hearing your advice and recommendations and to working together on achieving results that will move New Brunswick forward. I sincerely thank you for taking on this role and for your dedication and efforts.

Sincerely,



Trevor A. Holder  
Minister

c. Honourable Blaine Higgs, Premier

## **Appendix A – 2020 Mandate**

WorkSafeNB shall, over the fiscal year 2020, deliver on the following items:

1. Provide semi-annual updates to the Department of Post-Secondary Education, Training and Labour on the implementation of Task Force Recommendations and the Auditor General's Recommendations, Phase I, "Governance" and Phase II, "Management of Injured Workers' Claims";
2. To support this Government's focus of good governance on all Agencies, Boards and Commissions, WorkSafeNB will pay particular attention to ensuring that all recommendations of the Auditor General's Phase 1 report on the Governance of WorkSafeNB (2018) are fully implemented, including but not limited to;
  - a. *Recommendation 2.131 ... work with the Department of Post-Secondary Education, Training and Labour to jointly develop, document and implement a succession strategy to ensure:*
    - i. *timely recruitment of all Board positions, including the chair and vice-chair and,*
    - ii. *effective staggering of board member terms.*
  - b. *Recommendation 2.137 ...the WorkSafeNB Board of Directors fully develop, regularly update and utilize a Board competency matrix for, at a minimum:*
    - i. *Evaluating Board member development requirements*
    - ii. *Identifying development opportunities for Board members; and*
    - iii. *Recruiting new Board members to address competency and skillset needs.*
3. In recognition that all workplace injuries are preventable and that the Government of New Brunswick fully supports WorkSafeNB's aspirational objective to ensure that no harm comes to any worker in this Province, WorkSafeNB will propose essential legislative and/or regulatory amendments to ensure that workplaces in New Brunswick are healthy and safe, including but not limited to legislative and regulatory amendments to improve workers' safety related to: competencies and responsibilities of workplace supervisors, commercial fishing vessels, logging and silviculture, construction and occupational hygiene, and the Monitoring of Standards in Regulations (MSR) project;
4. Workers and employers in New Brunswick expect and are entitled to a workers' compensation system that delivers an optimal suite of benefits at the lowest possible cost. You shall assess best practices from other workers' compensation systems

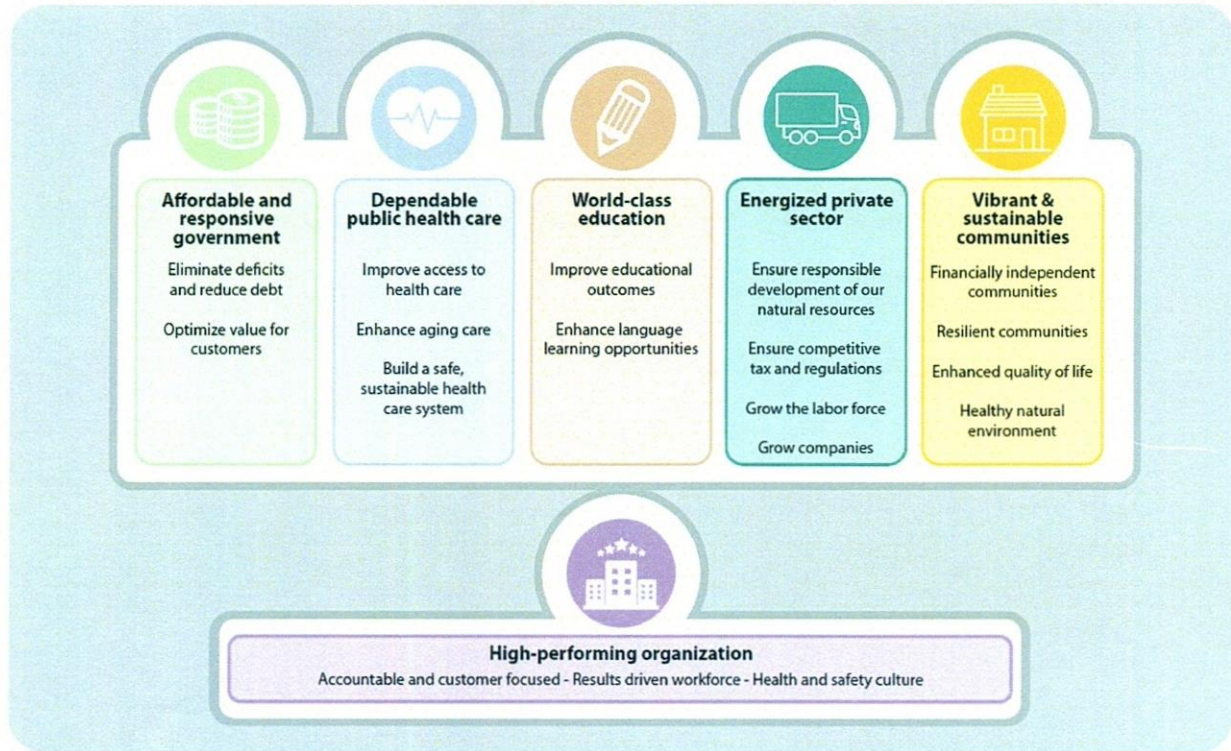
across Canada and propose the legislative and/or regulatory amendments essential to achieve a balanced, effective and efficient system for workers, employers and other critical stakeholders in New Brunswick;

5. Integrate the principles of a High Performing Organization as outlined in the Government Strategy Map into WorkSafeNB's internal management system;
6. Collaborate with Treasury Board and department Deputy Ministers as required to help build a stronger health and safety culture within the provincial public sector;
7. Please ensure that your 2020 Annual Plan is presented to me no later than December 15, 2019, for my approval and signature. You will ensure that it is published on your website no later than March 15, 2020; and
8. Please ensure that WorkSafeNB's 2019 annual report is submitted to me no later than June 1, 2020. I shall lay the annual report before the Legislative Assembly.

## Appendix B – Government Strategy Map 2019-2021

# Delivering for New Brunswick

### GNB Priority Map 2019 - 2021



**NB PUBLIC SERVICE VALUES:**  
Competence - Impartiality - Integrity - Respect - Service

New Brunswick  
Nouveau Brunswick

**GNB MISSION:**  
Improving the lives of New Brunswickers every day!