November 12, 2014

Dear [Name]

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [Our File #: EC/8/2014]

On October 15, 2014, Executive Council received your request for access to the following records/information:

“In the September 30, 2014 Executive Council announced the creation of new Associate Deputy Minister (Transportation).

Please provide letters, memos, correspondence, emails, briefing notes, etc regarding the creation of this position.”

I am pleased to inform you access to these records have been granted in part. We are unable to provide you with pages 2-3 as the records are considered an agenda, minute or other record of Cabinet recording deliberations or decisions of the Cabinet, and therefore are withheld in accordance with Sections 18(1)(a)(v), 18(1)(c), and 18(2)(a) of the Access to Information and Protection of Privacy Act (the Act), which states:

18.(1) In this section

(a) "cabinet record" means

(v) an agenda, minute or other record of Cabinet recording deliberations or decisions of the Cabinet,

(c) "official cabinet record" means a cabinet record referred to in paragraph (a) which has been prepared for and considered in a meeting of the Cabinet;

(2) The head of a public body shall refuse to disclose to an applicant a Cabinet record, including

(a) an official Cabinet record.
Section 43 of the Act provides that you may ask the Information and Privacy Commissioner to review a partial refusal of access or you may appeal the refusal to the Supreme Court Trial Division. A request to the Information and Privacy Commissioner shall be made in writing within 60 days of the date of this letter or within a longer period that may be allowed by the Commissioner.

Records that are refused on the basis of section 18(2)(a) (official cabinet record), you must appeal directly to the Supreme Court Trial Division within 30 days after you receive the decision of the public body, pursuant to section 60. You may also contact the Office of the Information and Privacy Commissioner who may decide to initiate an appeal pursuant to subsection 60(1.1).

The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
3rd floor, Sir Brian Dunfield Building
2 Canada Drive
P. O. Box 13004, Stn. A
St. John's, NL A1B 3V8

Telephone: (709) 729-6309
Facsimile: (709) 729-6500
Email: commissioner@opic.nl.ca

In the event that you choose to appeal to the Trial Division, you must do so within 30 days of the date of this letter. Section 60 of the Act sets out the process to be followed when filing such an appeal.

Please be advised that these records will be published following a 72 hour period after the response is sent electronically to you or five days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement's website within one business day following the applicable period of time. Your personal information will not be posted online.

If you have any questions, please feel free to contact Rachelle Cutler at (709) 729-5691 or by email at rachellecutler@gov.nl.ca.

Sincerely,

PAULA BURT
Deputy Clerk and Associate Secretary to Cabinet

Enclosure
Certified to be a true copy of a Minute of a Meeting of the Committee of the Executive Council of Newfoundland and Labrador approved by His Honour the Lieutenant-Governor on 2014/10/01

Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to create the position of Associate Deputy Minister of Transportation.

COPY

Clerk of the Executive Council
Orders in Council arising from the direction of the Premier on Monday, the 29th day of September, 2014.

18(1)(a)(v), 18(1)(c), 18(2)(a)

OC2014-280

Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to appoint Ms. Judith Hearn as Deputy Minister of the Department of Seniors, Wellness and Social Development, effective September 30, 2014, at her current salary and Point Scale of the Executive Compensation Plan, and with normal step progressions and general salary increases applicable to Executive to apply.

18(1)(a)(v), 18(1)(c), 18(2)(a)

OC2014-281

Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to appoint Ms. Elizabeth Day as Assistant Deputy Minister (Seniors, Aging, Social Development) in the Department of Seniors, Wellness, and Social Development, effective September 30, 2014, at her current salary and Point Scale of the Executive Compensation Plan, with a position description to be forwarded to the Human Resource Secretariat for classification within one year of her date of appointment, the outcome of which will not negatively impact Ms. Day’s current salary and any applicable salary increase on the basis of the classification, to be effective as of her date of appointment.
Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to appoint **Mr. Mark Jones** as Assistant Deputy Minister (Seniors, Aging and Wellness) in the Department of Seniors, Wellness and Social Development, effective September 30, 2014, at his current salary and Point Scale of the Executive Compensation Plan, with a position description to be forwarded to the Human Resource Secretariat for classification within one year of his date of appointment, the outcome of which will not negatively impact Mr. Jones’ current salary and any applicable salary increase on the basis of the classification, to be effective as of his date of appointment.

Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to appoint **Ms. Carmela Murphy** as Assistant Deputy Minister (Tourism and Culture) in the Department of Business, Tourism, Culture and Rural Development, effective September 30, 2014, at her current salary and Point Scale of the Executive Compensation Plan, with a position description to be forwarded to the Human Resource Secretariat for classification within one year of her date of appointment, the outcome of which will not negatively impact Ms. Murphy’s current salary and any applicable salary increase on the basis of the classification, to be effective as of her date of appointment.
Under the authority of section 9 of the Executive Council Act and the Prerogative of the Crown, the Lieutenant Governor in Council is pleased to create the position of Associate Deputy Minister of Transportation.

COPY

Julia Muldey
Clerk of the Executive Council
From: Hussey, Cindy
Sent: Thursday, October 16, 2014 3:30 PM
To: Cutler, Rachelle
Subject: FW: PD - Associate Deputy NR
Attachments: SKMBT_60114100208040.pdf

From: Hussey, Cindy
Sent: Thursday, October 02, 2014 8:49 AM
To: Meade, Brent
Subject: PD - Associate Deputy NR

Brent, for review and discussion early next week!

Cindy Hussey
Assistant Deputy Clerk
of the Executive Council
Phone: (709) 729-1118
Fax: (709) 729-5218
4th Floor, East Block
Confederation Building
P.O. Box 8700
St. John’s, NL
A1B 4J8
Evaluation Statement
Associate Deputy Minister
Department of Natural Resources

Background and Present Rating

OC 2012-211 appointed Ms. Tracy English to the position of Associate Deputy Minister and directed a position description be forwarded to the HRS for classification.

The position has never been formerly classified. Previous incumbents appointed to this position have been paid on a personal basis.

Comments

The Associate DM reports to the DM and has the following programs areas reporting to it:

Energy Policy (ADM), Petroleum Development (ADM) and Royalties and Benefits (ADM).

The Energy Branch has a staff complement of 47 positions and a total salary and operating budget of $11.3 million.

Analysis

It is acknowledged that the position has Deputy Minister status. However, based on the present program responsibility and reporting relations to the DM of Natural Resources, the Know-How (KH) and Problem Solving (PS) components of the rating should be backed off the rating of the DM.

The rating for the DM is as follows:

<table>
<thead>
<tr>
<th>Know-How</th>
<th>Problem Solving</th>
<th>Accountability</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>G IV 3</td>
<td>920</td>
<td>G 4 (66%) 608</td>
<td>G 3 P 700</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2228 points</td>
</tr>
</tbody>
</table>

Comparison to existing positions

There are no ratings assigned to any current Associate Deputy Minister positions.

Classification and Compensation Division Recommendation

<table>
<thead>
<tr>
<th>Know-How</th>
<th>Problem Solving</th>
<th>Accountability</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>G IV 3</td>
<td>800</td>
<td>G 4 (57%) 460</td>
<td>G 3 P 608</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1868 points</td>
</tr>
</tbody>
</table>

Rational for Rating

In reviewing the position description for the subject position, it is noted that because all program areas reporting to the Associate DM are the ultimate responsibility of the DM, the rating components for the subject position should be backed off those of the DM. As such, Know How is established at G IV 3 800 (versus 920 for the DM) and Problem Solving is established at G 4 (57%) 460 (versus G 4 66% 608 for the DM).

The Accountability (AC) component is based on the total operating budget responsibility of $11.3 million. This places the AC in the magnitude G 3 P. As the DM position was assigned G 3 P 700 in AC (top of the box), the AC rating for the subject position should be established at G 3 P 608 (middle of the box).

Classification and Compensation Division
2013/07/03
June 7, 2013

Ms. Genevieve Dooling  
Assistant Deputy Clerk  
Executive Council  
(Sent via Internal Mail)

Dear Ms. Dooling:

Re: Position Description for Associate Deputy Minister

As you noted in your letter of February 4, 2013, OC 2012-211 required that a formal position description be developed for the position of Associate Deputy Minister (Energy) in the Department of Natural Resources. The attached position description has been developed in consultation with the current Associate Deputy Minister, as well as the Assistant Deputy Ministers in the Energy Branch, and I have approved.

Please let me know if you have any questions or concerns.

Sincerely,

CHARLES W. BOWN  
Deputy Minister
POSITION DESCRIPTION

DEPARTMENT OF NATURAL RESOURCES

POSITION: ASSOCIATE DEPUTY MINISTER, ENERGY

INCUMBENT: TRACY ENGLISH

BRANCH: ENERGY

DEPARTMENT: NATURAL RESOURCES

LOCATION: ST. JOHN'S, NL

DATE: MAY 2013

GENERAL ACCOUNTABILITY:

As a key contributor, the Associate Deputy Minister, Energy is accountable for providing advice and support to the Deputy Minister in the delivery of the overall vision and mission of the Energy Branch. The Associate Deputy Minister recommends, implements and leads the development of strategic, innovative and responsive energy policies, frameworks and plans; oversees extensive federal-provincial consultations; negotiates and manages cost-sharing programs; provides leadership by committing to action the goals of the branch and of government, manages complex issues, oversees the Branch’s legislative agenda and contributes to furthering the strategic agenda.

STRUCTURE:

The Associate Deputy Minister, Energy, is one of four executive positions reporting to the Deputy Minister with the other positions being the Assistant Deputy Minister of Mines, Executive Director (Iron Ore Industry), and the Executive Director of Strategic Planning and Policy Coordination.

Reporting directly to the Associate Deputy Minister are the following positions:

Assistant Deputy Minister, Petroleum Development — This position is accountable for providing technical expertise to allow government to make informed decisions on petroleum-related issues including: offshore and onshore development options; secondary processing and refining opportunities; and the development of petroleum legislation.

Assistant Deputy Minister, Energy Policy — This position is accountable for provincial energy policy monitoring, development and coordination and for national and international energy policy, monitoring and negotiations. Position will play a critical role in the development and implementation of the provincial Energy Plan and to the Premier’s Committee on Energy Strategy, chaired by the Premier of Newfoundland and Labrador.
Assistant Deputy Minister, Royalties and Benefits – This position is accountable for ensuring the Province receives maximum benefits from the energy industry and will implement and monitor procedures to ensure that the Province receives the appropriate level of industrial and royalty benefits.

NATURE AND SCOPE:

Environment:

The Department of Natural Resources is primarily responsible for the development, implementation and evaluation of policies and programs to enhance the growth, development and sustainability of the Province’s natural resources base including minerals and energy (including oil and gas, hydro and other forms of electricity). It is responsible for resource management and conservation policies, resource-based industrial development, analysis of resource-based investment prospects, investment attraction and promotion.

The Mines and Energy sectors are currently the largest contributors to the provincial GDP, and related revenues flowing into the province are critical to the overall fiscal environment and forecast. The department plays a key role in geoscience collection, resource promotion, exploration attraction, project evaluation, and benefit negotiation and monitoring.

The Energy Branch has been given the mandate to provide a leadership role and focal point for the energy plan for the province which includes developing strong linkages and partnerships with interested stakeholders and being accountable for shared strategies and programs. The Branch also provides strategic technical and policy advice to the Minister and Premier on all matters respecting petroleum development and production, management and development of the electricity industry (including the Lower Churchill Project),royalty collection, negotiation and monitoring of project agreements, alternative energy development and intergovernmental relations.

The Energy Branch is responsible for promoting and facilitating the effective and efficient management of the province’s wind, hydro, electricity and petroleum resources from assessment through to development and production. Negotiation and monitoring of benefits to the local economy is central to the Branch’s role. Branch activities also include Ministerial accountability for Nalcor Energy (including Newfoundland and Labrador Hydro Group of Companies) and the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB).

Functions of this position:

The Associate Deputy Minister defines the vision and leads the Energy branch in the implementation of strategies and initiatives in support of the Province’s Energy Plan and broader energy agenda. The incumbent is responsible for providing leadership and effectively contributing toward the design, approval, development, implementation and evaluation of energy policies and services. The position is also responsible for ensuring that these policies and services align with the strategic directions of government and are responsive to the growth
occurring in the relevant industries. Regular review and effective application of the legislative and regulatory frameworks which govern energy based industries are also key to the role of the Associate Deputy Minister.

The incumbent provides leadership in the application and evaluation of energy related activities in the department, and refocuses the branch, as necessary, to address emerging energy priorities of the government. The incumbent plays a key role in the development of the department’s strategic plan and ensures that all priorities are reflected in branch operational and work plans. The incumbent uses sound leading edge conceptual approaches to organizational capacity and development, and develops new approaches and questions existing ones to ensure that the most efficient and effective outcomes are achieved.

The incumbent provides the overall direction for establishing and maintaining horizontal alignment of policy and service areas across all divisions in the branch. This includes ensuring the effective development and evaluation of cross-branch initiatives in support of branch, departmental and overall government priorities. The incumbent is also responsible for the establishment and oversight of the project teams required in new or changing policy areas, while also ensuring overall productivity levels and the advancement of the general branch operations.

The incumbent provides leadership and direction in developing, implementing and promoting overall coordination and an integrated perspective with other government departments, corporations, provincial and territorial governments and the federal government, with respect to major energy policies/programs. This includes developing frameworks as required to facilitate and advance the execution of bilateral federal-provincial plans, and taking a lead role on the development and implementation of federal, interprovincial and international energy file and taking a leadership role in the development of Council of the Federation, New England Governors and Eastern Canadian Premiers, and Energy and Mines’ Ministers energy-related strategies and activities. These frameworks influence the annual spending on energy issues and undertakings and must be responsive to the various positions and program responsibilities of the stakeholders, while at the same time advancing the Department’s long-term policy agenda and that of the provincial government.

The Associate Deputy Minister is responsible for the provision of advice and support to the Deputy Minister, Minister and the Premier on a wide range of issues including inter-departmental and inter-governmental issues. This includes supporting the Minister in his role in Cabinet and Cabinet Committees; briefing and guidance with respect to energy matters, especially those of a sensitive nature; and advice on potential implications for the Minister and the energy portfolio arising from a wide range of sources both inside and outside government. The incumbent is responsible for briefing the Minister on matters that require Cabinet approval and other executive documentation to assist the Minister in his/her Cabinet responsibilities for new directions and priorities and in responding to the concerns of other Ministers on the implications and impacts for their portfolios.

The Associate Deputy Minister is responsible for overseeing the preparation and implementation of workforce plans, policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branch’s financial resources. The incumbent will manage the branch’s operations in a responsible and cost-effective manner,
meeting defined service quality standards while respecting the laws and regulations governing the public service; recruiting the best available staff, leading and inspiring them, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.

Controls:

The Associate Deputy Minister exercises a broad range of independent action and judgment in advising the Deputy Minister on all aspects of the Energy Program of the Province. When requested, the Associate Deputy Minister will assume lead on files formally delegated by the Deputy Minister. The authority of the position is governed by government legislation, regulations and guidelines which govern financial administration (Financial Administration Act and Public Tender Act, etc) and the Governance Policy of the Department.

Contacts:

The Associate Deputy Minister’s internal contacts include the Deputy Minister, Minister, MHA’s, central agency senior officials, other deputy ministers, senior management team of the Energy Branch and other senior staff in other departments. The position necessitates close liaison with the central agencies of the provincial government, federal economic/business development departments and agencies, and external organizations pertinent to the department’s mandate, especially Nalcor and oil and gas industry. Other external contacts include, but are not limited to various municipal, provincial and federal governments, industry groups and associations, other stakeholder groups and associations, non-government organizations and the general public.

Committees:

The Associate Deputy Minister participates on senior management committees within the provincial government and, when required, with other provincial governments and the federal government. When participating on committees, the incumbent performs a leadership role on matters pertaining to program priorities and corporate resourcing strategies and controls, which are fundamental to the Branch’s/Department’s direction. The Associate Deputy Minister plays a critical role as a principal advisor on all aspects of resource management policies, priorities and strategic objectives. The incumbent is also responsible for providing advice on the full implication of ongoing and proposed programs and providing continuing analysis of resource policy issues affecting new or enhanced initiatives.

Major Challenges:

A major challenge for the Associate Deputy Minister is to develop and implement the strategic direction and governance structure for the Department in response to government’s growing energy agenda. Leading the implementation of changing policy and service areas requires the incumbent to obtain approval from all levels of authority and to accept and integrate clear accountability and leadership for effective management. This becomes increasingly complex given the dependence of the province on the significant provincial revenues generated in the energy sector.
A major challenge of the job arises during the planning and management of new projects and initiatives. Issues and developments pertaining to the energy sector are complex and expeditious discharge of these responsibilities, demands, knowledge and sound judgment concerning time and budgetary constraints, availability of human resources, reliability of cost estimates, and interdepartmental and intergovernmental priorities and sensitivities (which frequently conflict), all of which must be applied within the context of broad and seasoned knowledge and judgment.

Another major challenge is to ensure that planning and policy development activities are integrated with the interests of a wide variety of management operational concerns, commercial interests of clients and stakeholders and the interests of other government departments.

The complexity and diversity of the Department, and the increasing involvement of partners and stakeholders in the delivery of new initiatives being introduced to enhance departmental efficiency, effectiveness, sensitivity and responsiveness are all factors that present significant challenges to the Associate Deputy Minister.

Another challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandate of the Energy Branch. Government can rarely compete with industry partners when it comes to HR, thus employee recruitment and retention are critical to ensuring ongoing capacity within the branch.

**DIMENSIONS:**

**Staff:** 47

**Salary & Operating Budget:**

- **Energy Policy:**
  - Salary: $1,217,200
  - Operating: $4,614,800

- **Petroleum Development:**
  - Salary: $1,123,800
  - Operating: $1,238,200

- **CNLOPB (Operating Grant):**
  - $7,650,800

- **Royalties & Benefits:**
  - Salary: $2,315,600
  - Operating: $826,000

- **Energy initiatives (Capital – Nalcor):**
  - $531,000,000

Above figures are based on 2013/14 Estimates and are Gross Expenditures.
SPECIFIC ACCOUNTABILITIES:

1. Provides strategic and expert legislative, policy and program advisory and support services to the Deputy Minister, Minister and Premier on strategic and high profile issues in the Energy Portfolio.

2. Demonstrates leadership, direction and focus in ensuring the mandate, mission and vision of the Department are consistently delivered through the services of the Energy Branch.

3. Ensures the development of strategic, operational and workforce plans which are responsive to government direction and the growth of the energy sectors in the province.

4. Provides direction and leadership in human resources, ensuring that the maximum delegated authorities and accountability agreements providing for the effective management of all human resource policies and services; and ensuring the development and implementation of effective quality control, functional review and monitoring activities in order to meet statutory, regulatory and central agency requirements.

5. Provides direction and leadership in the financial management of the branch, overseeing the development of the branch's annual budget and, upon approval, implementing and monitoring throughout the year to ensure adherence to budget objectives.

6. Supports the achievement of new policy areas and strategic initiatives through the development and implementation of innovative and effective action frameworks and consultation strategies.

7. Establishes and maintains harmonious relations with other departments, central agencies and professional associations and other governments to ensure that the department's interests are represented.

8. Represents the branch, department and government on various provincial and national committees.

9. Provides strategic leadership and direction in the planning and management of the Energy Branch to ensure maximum production and to sustain a creative, professional environment and optimal effectiveness and efficiency.

10. Identifies and actions strategies designed to support increases in provincial revenues generating from the energy sector.

APPROVALS:

Incumbent: [Signature]

Deputy Minister: [Signature]

Date: June 20, 2013
From: Cutler, Rachelle
Sent: Thursday, October 16, 2014 3:27 PM
To: Hussey, Cindy
Subject: FW: Associate Deputy Minister, Transportation, PD, October 2014.docx
Attachments: Associate Deputy Minister, Transportation, PD, October 2014.docx

From: Meade, Brent
Sent: Wednesday, October 08, 2014 9:44 AM
To: Hussey, Cindy
Subject: Associate Deputy Minister, Transportation, PD, October 2014.docx
Position: Associate Deputy Minister, Transportation

Branch: Transportation/Marine

Department: Transportation and Works

Location: St. John’s, NL

Date: October 2014

General Accountability:

As a key contributor, the Associate Deputy Minister, Transportation, is accountable for providing advice and support to the Deputy Minister in the delivery of the overall vision and mission of the Transportation (Roads), Air Services, and Marine branches of the Department. The Associate DM recommends, implements and leads in the development of strategic, innovative, and responsive transportation policies, frameworks, strategies, and plans; oversees any significant stakeholder relationships, including with other levels of government; manages complex issues, oversees the legislative agenda that would be relevant to these lines of business; and overall ensures that a strategic agenda is pursued in these lines of business.

Structure:

The Associate Deputy Minister is one of three executive positions reporting to the Deputy Minister, with the others being the ADM of Works and the ADM of Strategic and Corporate Services.

Reporting directly to the Associate Deputy Minister are the following positions:

Assistant Deputy Minister, Transportation – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and implementation of road design, construction and maintenance.

Assistant Deputy Minister, Marine Services – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and delivery of marine ferry services throughout NL, including the south coast, Northeast Newfoundland, and Labrador services (including the Straits). This position is also responsible for the ferry renewal strategy, including the procurement and oversight for the build of new vessels.

Manager, Air Services – this position is accountable for the oversight and technical expertise for the operations of the province’s air ambulance and water bomber fleets as well as the procurement of air services for all government departments (helicopter, charter).
Nature and Scope:

Environment:

The Department of Transportation and Works has the largest number of employees within any government department - with 1,749 staff located throughout the entire province. The Department operates seven regional offices plus 67 depots located throughout the province. The Department is divided into four branches: Transportation (including Air Services), Marine Services, Works, and Strategic and Corporate Services.

Together the Transportation and Marines Services Branches are responsible for road, air and marine transportation throughout the province, including:

Road - With a 2014-15 Budget of $372.8 million and over 1,100 employees
Provision and maintenance of a provincial road transportation network that includes:

- Summer and winter maintenance (snow clearing and ice control) on approximately 9,800 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of $205.6 million for 2013-14;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
- Purchasing salt and sand for 159 town councils and a number of health authorities, school boards, and other external entities;
- Management of the provincial government’s fleet of over 2,900 vehicles including light vehicles, heavy equipment and utility vehicles (such as snowmobiles, all-terrain vehicles, etc.);
- Provision of up to date images of driving conditions from 28 camera locations throughout the province (www.roads.gov.nl.ca/cameras); and,
- Provision of environmental services for provincial roads projects.

Air - With a 2014-15 Budget of $34.9 million and 55 employees

- Provision and maintenance of the provincial airstrip network utilized for scheduled flights in Labrador and water bombing and air ambulance operations throughout both Labrador and the Island portion of the province; including 13 in Labrador (Mary’s Harbour, St. Lewis, William’s Harbour, Charlottetown, Port Hope Simpson, Black Tickle-Domino, Cartwright, Rigolet, Postville, Makkovik, Hopedale, Natuashish, Nain) and eight on the Island portion of the province (Wabana, Clarencville, Botwood, Fogo Island, Springdale, Winterland, St. Andrews, Port au Choix); and,
- Operation and maintenance of provincial government’s fleet of seven aircraft for air ambulance and forest fire suppression services (two air ambulance and five waterbombers).

Marine - With a 2014-15 Budget of 150.0 million and over 200 employees
Provision, maintenance, and management of provincial ferry vessels servicing over 40 ports throughout the province. Marine operations include:

- Seven provincial government-owned and operated vessels, two provincial government-owned and privately operated (through a contract with the Government of Newfoundland and Labrador) vessels, and eight privately-owned contracted vessels;
- Operations accounting for $82.7 million for 2013-14 (transporting approximately 850,000 passengers, 400,000 vehicles, and 15,000 tonnes of freight annually);
- Provision of fleet modernization through the provincial government’s vessel replacement program; and,
- Provision of vessel modification and refits of provincial government-owned vessels; and,
- Operation of provincial government-owned vessels with a complement of approximately 265 marine staff.

Clients of the two branches include: The Minister, the Forestry Services Branch of the Forestry and Agrifoods Agency (forest fire protection), the Department of Health and Community Services (air ambulance services), the citizens of Newfoundland and Labrador, communities, businesses, the travelling public and other levels of government.

**Functions of this position:**

The Associate Deputy Minister defines the vision, in consultation and collaboration with its direct reports and the DM, for the Transportation, Air Services and Marine Services branches. The Associate Deputy Minister develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services. The position ensures that these policies, services and strategies align with the strategic directions of the Department and government overall and are responsive to the economic and social needs of Newfoundlanders and Labradorians. A regular review of the policies, legislation and regulatory frameworks within the respective industries and lines of business are necessary in the role as Associate Deputy Minister.

The incumbent plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The incumbent must work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture within all three key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.
The Associate Deputy Minister must lead and inspire staff, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.

The incumbent must embrace the values of excellence in client service delivery, and with direct reports and others in government, work towards the building and strengthening of a customer service oriented approach to all lines of business. This includes the identification and development of strategic resources required to achieve a strong customer service culture.

The incumbent provides overall leadership and direction in developing, implementing and promoting the overall coordination and integrated perspective with other government departments, corporations, provincial/territorial governments, the federal government and community and industry stakeholders. This includes ensuring that effective and productive relationships are maintained with other governments where necessary; with regulatory bodies and agencies; and with key industry stakeholders.

The incumbent provides leadership in coordinating and implementing intradepartmental initiatives for the transportation, air and marine services; in other words, the incumbent ensures integration of work planning and processes across the lines of business to ensure effective and efficient service delivery. (examples include terminal and wharf upgrade planning which requires integration of marine, transportation (roads) and works branches.

The Associate Deputy Minister, with direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

The Associate Deputy Minister is responsible for the provision of advice and support to the Deputy Minister, and the Minister on any issues arising from the branches. This includes supporting the Minister in his/her role in Cabinet and on Cabinet committees; briefings and guidance on all transportation, air and marine issues; and supporting the Minister as s/he liaises with and consults with colleagues in cabinet, caucus and the House of Assembly.

Controls:

The Associate Deputy Minister exercises a broad range of independent action and judgment in advising the DM on all aspects of transportation, air and marine services in the province. When requested, the Associate Deputy Minister will assume lead on files formally delegated by the Deputy Minister. The authority of the position is governed by government legislation, regulations and guidelines which govern financial administration.
Contacts:

The Associate Deputy Minister’s internal contacts include the DM, Minister, MHAs, central agency senior officials, other DMs and ADMs, the senior management team of the Transportation, Air Services and Marine Services branches. Close liaison is also required with external organizations pertinent to the department’s mandate, including municipal, provincial and federal governments, industry groups, non-government organizations and the general public.

Committees:

The Associate Deputy Minister may be asked to participate on senior management committees within the provincial government and, when required, with other provincial governments and the federal government (either directly or through delegation by the Deputy Minister).

Major Challenges:

A major challenge of the Associate Deputy Minister is to develop and implement services in lines of business where the public expectations are very high; roads and ferry services in particular are high interest areas for public interest and demand.

The balancing of time and budgetary constraints, availability of human resources, interdepartmental and intergovernmental priorities and sensitivities, and the overall public expectation and demands creates a dynamic environment that requires sound judgment, political astuteness, and strong communications skills.

A significant challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandates of transportation (roads), air and marine services. The Department is presently challenged in its recruitment and retention, particularly in engineering and marine occupations.

Dimensions:

Specific Accountabilities:
Cutler, Rachelle

From: Hussey, Cindy
Sent: Thursday, October 16, 2014 3:28 PM
To: Cutler, Rachelle
Subject: FW: Associate Deputy Minister, Transportation, PD, October 2014.docx
Attachments: Associate Deputy Minister, Transportation, PD, October 2014.docx

From: Meade, Brent
Sent: Thursday, October 09, 2014 11:40 AM
To: Hussey, Cindy
Subject: Associate Deputy Minister, Transportation, PD, October 2014.docx

Still working on it but this is a further iteration of this......
Position: Associate Deputy Minister, Transportation

Branch: Transportation/Marine

Department: Transportation and Works

Location: St. John’s, NL

Date: October 2014

General Accountability:

As a key contributor, the Associate Deputy Minister, Transportation, is accountable for providing advice and support to the Deputy Minister in the delivery of the overall vision and mission of the Transportation (Roads), Air Services, and Marine branches of the Department. The Associate DM recommends, implements and leads in the development of strategic, innovative, and responsive transportation policies, frameworks, strategies, and plans; oversees any significant stakeholder relationships, including with other levels of government; manages complex issues, oversees the legislative agenda that would be relevant to these lines of business; and overall ensures that a strategic agenda is pursued in these lines of business.

Structure:

The Associate Deputy Minister is one of three executive positions reporting to the Deputy Minister, with the others being the ADM of Works and the ADM of Strategic and Corporate Services.

Reporting directly to the Associate Deputy Minister are the following positions:

Assistant Deputy Minister, Transportation – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and implementation of road design, construction and maintenance.

Assistant Deputy Minister, Marine Services – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and delivery of marine ferry services throughout NL, including the south coast, Northeast Newfoundland, and Labrador services (including the Straits). This position is also responsible for the ferry renewal strategy, including the procurement and oversight for the build of new vessels.

Manager, Air Services – this position is accountable for the oversight and technical expertise for the operations of the province’s air ambulance and water bomber fleets as well as the procurement of air services for all government departments (helicopter, charter).
Nature and Scope:

Environment:

The Department of Transportation and Works has the largest number of employees within any government department - with 1,749 staff located throughout the entire province. The Department operates seven regional offices plus 67 depots located throughout the province. The Department is divided into four branches: Transportation (including Air Services), Marine Services, Works, and Strategic and Corporate Services.

Together the Transportation and Marines Services Branches are responsible for road, air and marine transportation throughout the province, including:

Road - With a 2014-15 Budget of $372.8 million and over 1,100 employees
Provision and maintenance of a provincial road transportation network that includes:

- Summer and winter maintenance (snow clearing and ice control) on approximately 9,800 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of $205.6 million for 2013-14;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
- Purchasing salt and sand for 159 town councils and a number of health authorities, school boards, and other external entities;
- Management of the provincial government’s fleet of over 2,900 vehicles including light vehicles, heavy equipment and utility vehicles (such as snowmobiles, all-terrain vehicles, etc.);
- Provision of up to date images of driving conditions from 28 camera locations throughout the province (www.roads.gov.nl.ca/cameras); and,
- Provision of environmental services for provincial roads projects.

Air - With a 2014-15 Budget of $34.9 million and 55 employees

- Provision and maintenance of the provincial airstrip network utilized for scheduled flights in Labrador and water bombing and air ambulance operations throughout both Labrador and the Island portion of the province; including 13 in Labrador (Mary’s Harbour, St. Lewis, William’s Harbour, Charlottetown, Port Hope Simpson, Black Tickle-Domino, Cartwright, Rigolet, Postville, Makkovik, Hopedale, Natuashish, Nain) and eight on the Island portion of the province (Wabana, Clareville, Botwood, Fogo Island, Springdale, Winterland, St. Andrews, Port au Choix); and,
- Operation and maintenance of provincial government’s fleet of seven aircraft for air ambulance and forest fire suppression services (two air ambulance and five waterbombers).

Marine - With a 2014-15 Budget of 150.0 million and over 200 employees
Provision, maintenance, and management of provincial ferry vessels servicing over 40 ports throughout the province. Marine operations include:

- Seven provincial government-owned and operated vessels, two provincial government-owned and privately operated (through a contract with the Government of Newfoundland and Labrador) vessels, and eight privately-owned contracted vessels;
- Operations accounting for $82.7 million for 2013-14 (transporting approximately 850,000 passengers, 400,000 vehicles, and 15,000 tonnes of freight annually);
- Provision of fleet modernization through the provincial government’s vessel replacement program; and,
- Provision of vessel modification and refits of provincial government-owned vessels; and,
- Operation of provincial government-owned vessels with a complement of approximately 265 marine staff.

Clients of the two branches include: The Minister, the Forestry Services Branch of the Forestry and Agrifoods Agency (forest fire protection), the Department of Health and Community Services (air ambulance services), the citizens of Newfoundland and Labrador, communities, businesses, the travelling public and other levels of government.

**Functions of this position:**

The Associate Deputy Minister defines the vision, in consultation and collaboration with its direct reports and the DM, for the Transportation, Air Services and Marine Services branches. The Associate Deputy Minister develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services. The position ensures that these policies, services and strategies align with the strategic directions of the Department and government overall and are responsive to the economic and social needs of Newfoundlanders and Labradorians. A regular review of the policies, legislation and regulatory frameworks within the respective industries and lines of business are necessary in the role as Associate Deputy Minister.

The incumbent plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence. The Associate Deputy Minister will work with the DM and the ADMs to ensure that the four pillars, their goals, objectives and activities are effectively implemented, measured and evaluated. The Associate Deputy Minister will be asked to lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMs.
The incumbent must work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture within all three key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.

The Associate Deputy Minister must lead and inspire staff, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.

The incumbent must embrace the values of excellence in client service delivery, and with direct reports and others in government, work towards the building and strengthening of a customer service oriented approach to all lines of business. This includes the identification and development of strategic resources required to achieve a strong customer service culture.

The incumbent provides overall leadership and direction in developing, implementing and promoting the overall coordination and integrated perspective with other government departments, corporations, provincial/territorial governments, the federal government and community and industry stakeholders. This includes ensuring that effective and productive relationships are maintained with other governments where necessary; with regulatory bodies and agencies; and with key industry stakeholders.

The incumbent provides leadership in coordinating and implementing intradepartmental initiatives for the transportation, air and marine services; in other words, the incumbent ensures integration of work planning and processes across the lines of business to ensure effective and efficient service delivery. (Examples include terminal and wharf upgrade planning which requires integration of marine, transportation (roads) and works branches.

The Associate Deputy Minister, with direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

The Associate Deputy Minister is responsible for the provision of advice and support to the Deputy Minister, and the Minister on any issues arising from the branches. This includes supporting the Minister in his/her role in Cabinet and on Cabinet committees; briefings and guidance on all transportation, air and marine issues; and supporting the Minister as s/he liaises with and consults with colleagues in cabinet, caucus and the House of Assembly.

**Controls:**

The Associate Deputy Minister exercises a broad range of independent action and judgment in advising the DM on all aspects of transportation, air and marine services in the province. When requested, the
Associate Deputy Minister will assume lead on files formally delegated by the Deputy Minister. The authority of the position is governed by government legislation, regulations and guidelines which govern financial administration.

Contacts:
The Associate Deputy Minister’s internal contacts include the DM, Minister, MHAs, central agency senior officials, other DMs and ADMs, the senior management team of the Transportation, Air Services and Marine Services branches. Close liaison is also required with external organizations pertinent to the department’s mandate, including municipal, provincial and federal governments, industry groups, non-government organizations and the general public.

Committees:
The Associate Deputy Minister may be asked to participate on senior management committees within the provincial government and, when required, with other provincial governments and the federal government (either directly or through delegation by the Deputy Minister).

Major Challenges:
A major challenge of the Associate Deputy Minister is to develop and implement services in lines of business where the public expectations are very high; roads and ferry services in particular are high interest areas for public interest and demand.

The balancing of time and budgetary constraints, availability of human resources, interdepartmental and intergovernmental priorities and sensitivities, and the overall public expectation and demands creates a dynamic environment that requires sound judgment, political astuteness, and strong communications skills.

A significant challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandates of transportation (roads), air and marine services. The Department is presently challenged in its recruitment and retention, particularly in engineering and marine occupations.

Dimensions:

Specific Accountabilities:
- Develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services.
- Review policies, legislation and regulatory frameworks within the respective industries and lines of business.
• Plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence.

• Lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMs.

• Work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture within all three key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.

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Specific Issues for 2014-15, 2015-16:

- With ADM Transportation, work with industry to examine new methodologies in road construction in terms of scheduling (during the season, during the day, etc) and approaches to road work. This includes examining the feasibility of night time work; double shift work (ie 24/7); and other work scheduling activity that would expedite road work in high traffic areas.
- Review and develop further the Traffic Control Manual and other engineering approaches to road construction sites to ensure safe work sites; flow of traffic; and higher productivity at our work sites.
- Oversee the review of our summer maintenance structure and resource allocations, including the staff allocation per depot, per region, etc.
- Lead key initiatives across lines of business such as the wharf and terminal upgrades for marine services.
- With HRS and ADM Transportation and ADM Strategic and Corporate Services, review, analyze and report on strengthening the learning and development needs/programs within the transportation branch (roads).
- Lead the Transportation branch input into the overall Safety Plan for the Department.
- Lead the further development of the Moose Vehicle Collision Strategy, in consultation with Environment and Conservation.
- Examine, analyze and recommend an approach to asset management for the transportation (roads) branch. This would include a jurisdictional scan of asset management systems across Canada.
- With HCS, finalize a service delivery plan and configuration for air ambulance services, and if required, prepare any relevant budgetary and/or policy submissions.
Hi Cindy

Here are the two PDS, one with Marine and the other without. Only piece missing is the org chart. I'll get that done tomorrow.

Brent
From: Hussey, Cindy
Sent: Thursday, October 09, 2014 11:44 AM
To: Meade, Brent
Subject: RE: Associate Deputy Minister, Transportation, PD, October 2014.docx

Thanks, Brent. I forgot to mention one request related to this when we spoke this morning. Can you have Susan prepare a draft org chart that we can attach to this PD? It can be high level but I would like to show where it will fit in reporting to you versus where Gary reports and also show how the divisions/regions will report. Thanks!

Cindy

From: Meade, Brent
Sent: Thursday, October 09, 2014 11:40 AM
To: Hussey, Cindy
Subject: Associate Deputy Minister, Transportation, PD, October 2014.docx

Still working on it but this is a further iteration of this......
Position: Associate Deputy Minister, Transportation

Branch: Transportation/Marine

Department: Transportation and Works

Location: St. John’s, NL

Date: October 2014

General Accountability:

As a key contributor, the Associate Deputy Minister, Transportation, is accountable for providing advice and support to the Deputy Minister (DM) in the delivery of the overall vision and mission of the Transportation (Roads), Air Services, and Marine branches of the Department. The Associate DM recommends, implements and leads in the development of strategic, innovative, and responsive transportation policies, frameworks, strategies, and plans; oversees any significant stakeholder relationships, including with other levels of government; manages complex issues; oversees the legislative agenda that would be relevant to these lines of business; and overall ensures that a strategic agenda is pursued in these lines of business.

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The Associate Deputy Minister, with direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

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Committees:
The Associate Deputy Minister may be asked to participate on senior management committees within the provincial government and, when required, with other provincial governments and the federal government (either directly or through delegation by the Deputy Minister).

Major Challenges:
A major challenge of the Associate Deputy Minister is to develop and implement services in lines of business where public expectations are very high; roads and ferry services in particular are high interest areas for public interest and demand.

The balancing of time and budgetary constraints, availability of human resources, interdepartmental and intergovernmental priorities and sensitivities, and the overall public expectation and demands creates a dynamic environment that requires sound judgment, political astuteness, and strong communications skills.

A significant challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandates of transportation (roads), air and marine services. The Department is presently challenged in its recruitment and retention, particularly in engineering and marine occupations.

The Department has initiated a strong focus on safety. One of the pillars of the 2014-17 Strategic Plan is Safety, with the goal that by 2017, TW will have developed an enhanced focus on safety through the development of a renewed Departmental Safety Plan. While the Department has made significant strides in strengthening its safety culture, there remains a challenge throughout the organization in ensuring that safety is paramount in their work on day to day basis. With two workplace fatalities in three years, the Department’s senior management and front line staff are facing stress and anxiety in dealing with the subsequent investigations in these matters and the grief associated with serious workplace incidents.
Dimensions:

Staff
Road - over 1,100 employees
Marine - over 200 employees
Air - 55 employees

Budget 2014-15:

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Specific Accountabilities:

- Develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services.

- Review policies, legislation and regulatory frameworks within the respective industries and lines of business.

- Plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence.

- Lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMs.

- Work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture.
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Specific Issues for 2014-15, 2015-16:

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- Review and develop further the Traffic Control Manual and other engineering approaches to road construction sites to ensure safe work sites; flow of traffic; and higher productivity at our work sites.
- Oversee the review of our summer maintenance structure and resource allocations, including the staff allocation per depot, per region, etc.
- Lead key initiatives across lines of business such as the wharf and terminal upgrades for marine services.
- With HRS, ADM Transportation, and ADM Strategic and Corporate Services, review, analyze and report on strengthening the learning and development needs/programs within the transportation branch (roads).
- Lead the Transportation branch input into the overall Safety Plan for the Department.
- Lead the further development of the Moose Vehicle Collision Strategy, in consultation with the Department of Environment and Conservation.
- Examine, analyze and recommend an approach to asset management for the transportation (roads) branch. This would include a jurisdictional scan of asset management systems across Canada.
- With the Department of Health and Community Services (HCS), finalize a service delivery plan and configuration for air ambulance services, and if required, prepare any relevant budgetary and/or policy submissions.
Position: Associate Deputy Minister, Transportation

Branch: Transportation

Department: Transportation and Works

Location: St. John’s, NL

Date: October 2014

General Accountability:

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Nature and Scope:

Environment:
The Department of Transportation and Works has the largest number of employees within any government department - with 1,749 staff located throughout the entire province. The Department operates seven regional offices plus 67 depots located throughout the province. The Department is divided into four branches: Transportation (including Air Services), Marine Services, Works, and Strategic and Corporate Services.

Together the Transportation and Marines Services Branches are responsible for road, air and marine transportation throughout the province, including:

**Road** - With a 2014-15 Budget of $372.8 million and over 1,100 employees
Provision and maintenance of a provincial road transportation network that includes:
- Summer and winter maintenance (snow clearing and ice control) on approximately 9,800 kilometres of primary and secondary highways and community access roads;
- Construction of new roads and management of road improvement projects with expenditures of $205.6 million for 2013-14;
- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
- Purchasing salt and sand for 159 town councils and a number of health authorities, school boards, and other external entities;
- Management of the provincial government's fleet of over 2,900 vehicles including light vehicles, heavy equipment and utility vehicles (such as snowmobiles, all-terrain vehicles, etc.);
- Provision of up to date images of driving conditions from 28 camera locations throughout the province ([www.roads.gov.nl.ca/cameras](http://www.roads.gov.nl.ca/cameras)); and,
- Provision of environmental services for provincial roads projects.

**Air** - With a 2014-15 Budget of $34.9 million and 55 employees
- Provision and maintenance of the provincial airstrip network utilized for scheduled flights in Labrador and water bombing and air ambulance operations throughout both Labrador and the island portion of the province; including 13 in Labrador (Mary’s Harbour, St. Lewis, William’s Harbour, Charlottetown, Port Hope Simpson, Black Tickle-Domino, Cartwright, Rigolet, Postville, Makkovik, Hopedale, Natuashish, Nain) and eight on the island portion of the province (Wabana, Clareville, Botwood, Fogo Island, Springdale, Winterland, St. Andrews, Port au Choix); and,
- Operation and maintenance of provincial government's fleet of seven aircraft for air ambulance and forest fire suppression services (two air ambulance and five waterbombers).

**Marine** - With a 2014-15 Budget of $150.0 million and over 200 employees
- Provision, maintenance, and management of provincial ferry vessels servicing over 40 ports throughout the province. Marine operations include:
Seven provincial government-owned and operated vessels, two provincial government-owned and privately operated (through a contract with the Government of Newfoundland and Labrador) vessels, and eight privately-owned contracted vessels;

Operations accounting for $82.7 million for 2013-14 (transporting approximately 850,000 passengers, 400,000 vehicles, and 15,000 tonnes of freight annually);

Provision of fleet modernization through the provincial government’s vessel replacement program; and,

Provision of vessel modification and refits of provincial government-owned vessels; and,

Operation of provincial government-owned vessels with a complement of approximately 265 marine staff.

Clients of the two branches include: The Minister, the Forestry Services Branch of the Forestry and Agrifoods Agency (forest fire protection), the Department of Health and Community Services (air ambulance services), the citizens of Newfoundland and Labrador, communities, businesses, the travelling public and other levels of government.

Functions of this position:

The Associate Deputy Minister defines the vision, in consultation and collaboration with its direct reports and the DM, for the Transportation and Air Services branches. The Associate Deputy Minister develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation and air policies and services. The position ensures that these policies, services and strategies align with the strategic directions of the Department and government overall and are responsive to the economic and social needs of Newfoundlanders and Labradorians. A regular review of the policies, legislation and regulatory frameworks within the respective industries and lines of business are necessary in the role as Associate Deputy Minister.

The incumbent plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence. The Associate Deputy Minister will work with the DM and the ADMs to ensure that the four pillars, their goals, objectives and activities are effectively implemented, measured and evaluated. The Associate Deputy Minister will be asked to lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMs.

The incumbent must work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right
time, in the right places; fostering and supporting a learning and development culture within key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.

The Associate Deputy Minister must lead and inspire staff, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.

The incumbent must embrace the values of excellence in client service delivery, and with direct reports and others in government, work towards the building and strengthening of a customer service oriented approach to all lines of business. This includes the identification and development of strategic resources required to achieve a strong customer service culture.

The incumbent provides leadership and direction in developing, implementing and promoting the overall coordination and integrated perspective with other government departments, corporations, provincial/territorial governments, the federal government and community and industry stakeholders. This includes ensuring that effective and productive relationships are maintained with other governments where necessary; with regulatory bodies and agencies; and with key industry stakeholders.

The incumbent provides leadership in coordinating and implementing intradepartmental initiatives that support transportation and air services. In other words, the incumbent ensures integration of work planning and processes across the lines of business to ensure effective and efficient service delivery.

The Associate Deputy Minister, with direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

The Associate Deputy Minister is responsible for the provision of advice and support to the Deputy Minister, and the Minister on any issues arising from the branches. This includes supporting the Minister in his/her role in Cabinet and on Cabinet committees; briefings and guidance on all transportation, air and marine issues; and supporting the Minister as s/he liaises with and consults with colleagues in cabinet, caucus and the House of Assembly.

Controls:
The Associate Deputy Minister exercises a broad range of independent action and judgment in advising the DM on all aspects of transportation and air services in the province. When requested, the Associate Deputy Minister will assume lead on files formally delegated by the Deputy Minister. The authority of the position is governed by government legislation, regulations and guidelines which govern financial administration.
Contacts:
The Associate Deputy Minister’s internal contacts include the DM, Minister, MHA, central agency senior officials, other DMs and ADMs, the senior management team of the Transportation and Air Services branches. Close liaison is also required with external organizations pertinent to the department’s mandate, including municipal, provincial and federal governments, industry groups, non-government organizations and the general public.

Committees:
The Associate Deputy Minister may be asked to participate on senior management committees within the provincial government and, when required, with other provincial governments and the federal government (either directly or through delegation by the Deputy Minister).

Major Challenges:
A major challenge of the Associate Deputy Minister is to develop and implement services in lines of business where public expectations are very high; roads services in particular is a high interest area for public interest and demand.

The balancing of time and budgetary constraints, availability of human resources, interdepartmental and intergovernmental priorities and sensitivities, and the overall public expectation and demands creates a dynamic environment that requires sound judgment, political astuteness, and strong communications skills.

A significant challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandates of transportation (roads) and air services. The Department is presently challenged in its recruitment and retention, particularly in engineering.

The Department has initiated a strong focus on safety. One of the pillars of the 2014-17 Strategic Plan is Safety, with the goal that by 2017, TW will have developed an enhanced focus on safety through the development of a renewed Departmental Safety Plan. While the Department has made significant strides in strengthening its safety culture, there remains a challenge throughout the organization in ensuring that safety is paramount in their work on day to day basis. With two workplace fatalities in three years, the Department’s senior management and front line staff are facing stress and anxiety in dealing with the subsequent investigations in these matters and the grief associated with serious workplace incidents.
Dimensions:

Staff
Road - over 1,100 employees
Air - 55 employees

Budget 2014-15:

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</table>

Specific Accountabilities:

- Develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation and air policies and services.
- Review policies, legislation and regulatory frameworks within the respective industries and lines of business.
- Plays a key role in the development of the Department's strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department's 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence.
- Lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMs.
- Work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture within key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.
- Lead and inspire staff, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.
• Embrace the values of excellence in client service delivery, and with direct reports and others in government, work towards the building and strengthening of a customer service oriented approach to all lines of business. This includes the identification and development of strategic resources required to achieve a strong customer service culture.

• Provides leadership and direction in developing, implementing and promoting the overall coordination and integrated perspective with other government departments, corporations, provincial/territorial governments, the federal government and community and industry stakeholders. This includes ensuring that effective and productive relationships are maintained with other governments where necessary; with regulatory bodies and agencies; and with key industry stakeholders.

• Provides leadership in coordinating and implementing intradepartmental initiatives for the transportation and air services. In other words, the incumbent ensures integration of work planning and processes across the lines of business to ensure effective and efficient service delivery.

• With direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

• Responsible for the provision of advice and support to the Deputy Minister, and the Minister on any issues arising from the branches. This includes supporting the Minister in his/her role in Cabinet and on Cabinet committees; briefings and guidance on all transportation, air and marine issues; and supporting the Minister as s/he liaises with and consults with colleagues in cabinet, caucus and the House of Assembly.
Specific Issues for 2014-15, 2015-16:

- With ADM Transportation, work with industry to examine new methodologies in road construction in terms of scheduling (during the season, during the day, etc) and approaches to road work. This includes examining the feasibility of night time work; double shift work (ie 24/7); and other work scheduling activity that would expedite road work in high traffic areas.
- Review and develop further the Traffic Control Manual and other engineering approaches to road construction sites to ensure safe work sites; flow of traffic; and higher productivity at our work sites.
- Oversee the review of our summer maintenance structure and resource allocations, including the staff allocation per depot, per region, etc.
- Lead key initiatives across lines of business such as the wharf and terminal upgrades for marine services.
- With HRS, ADM Transportation, and ADM Strategic and Corporate Services, review, analyze and report on strengthening the learning and development needs/programs within the transportation branch (roads).
- Lead the Transportation branch input into the overall Safety Plan for the Department.
- Lead the further development of the Moose Vehicle Collision Strategy, in consultation with the Department of Environment and Conservation.
- Examine, analyze and recommend an approach to asset management for the transportation (roads) branch. This would include a jurisdictional scan of asset management systems across Canada.
- With the Department of Health and Community Services (HCS), finalize a service delivery plan and configuration for air ambulance services, and if required, prepare any relevant budgetary and/or policy submissions.
From: Hussey, Cindy  
Sent: Thursday, October 16, 2014 3:29 PM  
To: Cutler, Rachelle  
Subject: FW: Associate Deputy Minister, Transportation (without Marine), PD, October 2014.docx

From: Hussey, Cindy  
Sent: Monday, October 13, 2014 9:51 AM  
To: Meade, Brent  
Subject: Re: Associate Deputy Minister, Transportation (without Marine), PD, October 2014.docx

Thanks, Brent! I'll discuss with Julia tomorrow. To my knowledge, the OC is already done for the position to be created but I am checking to confirm. We can proceed with posting while Classification Division does the rating. I'll be in touch tomorrow with an update.

C

From: Meade, Brent  
Sent: Monday, October 13, 2014 09:48 AM  
To: Hussey, Cindy  
Subject: Associate Deputy Minister, Transportation (without Marine), PD, October 2014.docx

Hi Cindy
Here are the two PDS, one with Marine and the other without. Only piece missing is the org chart. I'll get that done tomorrow.

Brent
Tina, we would like to have this position posted by the end of this week. Is it possible for you to draft an ad for review and discussion with myself and Brent?

Brent, I will be submitting the position for classification by the end of this week as well.

Please let me know if there are any questions or concerns.

Cindy

Cindy Hussey
Assistant Deputy Clerk
of the Executive Council
Phone: (709) 729-1118
Fax: (709) 729-5218
4th Floor, East Block
Confederation Building
P.O. Box 8700
St. John's, NL
A1B 4J6
Position: Associate Deputy Minister, Transportation

Branch: Transportation/Marine

Department: Transportation and Works

Location: St. John’s, NL

Date: October 2014

General Accountability:

As a key contributor, the Associate Deputy Minister, Transportation, is accountable for providing advice and support to the Deputy Minister (DM) in the delivery of the overall vision and mission of the Transportation (Roads), Air Services, and Marine branches of the Department. The Associate DM recommends, implements and leads in the development of strategic, innovative, and responsive transportation policies, frameworks, strategies, and plans; oversees any significant stakeholder relationships, including with other levels of government; manages complex issues; oversees the legislative agenda that would be relevant to these lines of business; and overall ensures that a strategic agenda is pursued in these lines of business.

Structure:

The Associate Deputy Minister is one of three executive positions reporting to the Deputy Minister, with the others being the ADM of Works and the ADM of Strategic and Corporate Services.

Reporting directly to the Associate Deputy Minister are the following positions:

Assistant Deputy Minister (ADM), Transportation – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and implementation of road design, construction and maintenance. This also includes construction and maintenance of TW owned wharves and all bridges throughout the provincial road system.

Assistant Deputy Minister, Marine Services – this position is accountable for providing oversight, strategic leadership and technical expertise to the development and delivery of marine ferry services throughout NL, including the south coast, Northeast Newfoundland, and Labrador services (including the Straits). This position is also responsible for the ferry renewal strategy, including the procurement and oversight for the build of new vessels.

Manager, Air Services – this position is accountable for the oversight and technical expertise for the operations of the province’s air ambulance and water bomber fleets as well as the procurement of air services for all government departments (helicopter, charter).
Nature and Scope:

Environment:

The Department of Transportation and Works has the largest number of employees within any government department - with 1,749 staff located throughout the entire province. The Department operates seven regional offices plus 67 depots located throughout the province. The Department is divided into four branches: Transportation (including Air Services), Marine Services, Works, and Strategic and Corporate Services.

Together the Transportation and Marines Services Branches are responsible for road, air and marine transportation throughout the province, including:

Road - With a 2014-15 Budget of $372.8 million and over 1,100 employees
Provision and maintenance of a provincial road transportation network that includes:

- Summer and winter maintenance (snow clearing and ice control) on approximately 9,800 kilometres of primary and secondary highways and community access roads;
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- Snow clearing for external jurisdictions including Gros Morne National Park, through a contract with Parks Canada, and 73 communities throughout the province;
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Provision, maintenance, and management of provincial ferry vessels servicing over 40 ports throughout the province. Marine operations include:

- Seven provincial government-owned and operated vessels, two provincial government-owned and privately operated (through a contract with the Government of Newfoundland and Labrador) vessels, and eight privately-owned contracted vessels;
- Operations accounting for $82.7 million for 2013-14 (transporting approximately 850,000 passengers, 400,000 vehicles, and 15,000 tonnes of freight annually);
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Clients of the two branches include: The Minister, the Forestry Services Branch of the Forestry and Agrifoods Agency (forest fire protection), the Department of Health and Community Services (air ambulance services), the citizens of Newfoundland and Labrador, communities, businesses, the travelling public and other levels of government.

Functions of this position:

The Associate Deputy Minister defines the vision, in consultation and collaboration with its direct reports and the DM, for the Transportation, Air Services and Marine Services branches. The Associate Deputy Minister develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services. The position ensures that these policies, services and strategies align with the strategic directions of the Department and government overall and are responsive to the economic and social needs of Newfoundlanders and Labradorians. A regular review of the policies, legislation and regulatory frameworks within the respective industries and lines of business are necessary in the role as Associate Deputy Minister.

The incumbent plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence. The Associate Deputy Minister will work with the DM and the ADMS to ensure that the four pillars, their goals, objectives and activities are effectively implemented, measured and evaluated. The Associate Deputy Minister will be asked to lead on specific initiatives within the four pillars and the Strategic Plan as delegated by the DM and with the support of all Departmental ADMS.
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The incumbent provides leadership in coordinating and implementing intradepartmental initiatives for the transportation, air and marine services. In other words, the incumbent ensures integration of work planning and processes across the lines of business to ensure effective and efficient service delivery. (examples include terminal and wharf upgrade planning which requires integration of marine, transportation (roads) and works branches).

The Associate Deputy Minister, with direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

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**Controls:**
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Associate Deputy Minister will assume lead on files formally delegated by the Deputy Minister. The authority of the position is governed by government legislation, regulations and guidelines which govern financial administration.

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The balancing of time and budgetary constraints, availability of human resources, interdepartmental and intergovernmental priorities and sensitivities, and the overall public expectation and demands creates a dynamic environment that requires sound judgment, political astuteness, and strong communications skills.

A significant challenge for the Associate Deputy Minister is to manage the human and financial resources in order to fulfill the mandates of transportation (roads), air and marine services. The Department is presently challenged in its recruitment and retention, particularly in engineering and marine occupations.

The Department has initiated a strong focus on safety. One of the pillars of the 2014-17 Strategic Plan is Safety, with the goal that by 2017, TW will have developed an enhanced focus on safety through the development of a renewed Departmental Safety Plan. While the Department has made significant strides in strengthening its safety culture, there remains a challenge throughout the organization in ensuring that safety is paramount in their work on day to day basis. With two workplace fatalities in three years, the Department’s senior management and front line staff are facing stress and anxiety in dealing with the subsequent investigations in these matters and the grief associated with serious workplace incidents.
Dimensions:

Staff
Road - over 1,100 employees
Marine - over 200 employees
Air - 55 employees

Budget 2014-15:

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Specific Accountabilities:

- Develops and implements strategies and initiatives that support a sustainable, safe, and reliable transportation system throughout NL. The incumbent is responsible for providing leadership and effectively contributing towards the design, development, approval, implementation and evaluation of transportation, air, and marine policies and services.
- Review policies, legislation and regulatory frameworks within the respective industries and lines of business.
- Plays a key role in the development of the Department’s strategic plan and ensures all priorities are reflected in the branch operational and work plans. The Department’s 2014-17 Strategic Plan has four pillars: Safety; Reliability; Sustainability; and Service Excellence.
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- Work with the Deputy Minister, the Assistant Deputy Minister of Strategic and Corporate Services, and other government departments to utilize innovative approaches to building and strengthening organizational capacity, including ensuring the right resources are applied at the right time, in the right places; fostering and supporting a learning and development culture.
within all three key lines of business; and overall ensuring high productivity levels and operational efficiencies and effectiveness.

- Lead and inspire staff, while holding them accountable and providing honest, constructive feedback as well as developing their potential; encouraging learning and promoting equity, values and ethics.

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- With direct reports and with the support of the Assistant Deputy Minister of Strategic and Corporate Services, is responsible for overseeing the preparation and implementation of all policies, guidelines, procedures and controls essential to the management, control, accounting and auditing of the branches’ financial resources.

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Specific Issues for 2014-15, 2015-16:

- With ADM Transportation, work with industry to examine new methodologies in road construction in terms of scheduling (during the season, during the day, etc) and approaches to road work. This includes examining the feasibility of night time work; double shift work (i.e., 24/7); and other work scheduling activity that would expedite road work in high traffic areas.
- Review and develop further the Traffic Control Manual and other engineering approaches to road construction sites to ensure safe work sites; flow of traffic; and higher productivity at our work sites.
- Oversee the review of our summer maintenance structure and resource allocations, including the staff allocation per depot, per region, etc.
- Lead key initiatives across lines of business such as the wharf and terminal upgrades for marine services.
- With HRS, ADM Transportation, and ADM Strategic and Corporate Services, review, analyze and report on strengthening the learning and development needs/programs within the transportation branch (roads).
- Lead the Transportation branch input into the overall Safety Plan for the Department.
- Lead the further development of the Moose Vehicle Collision Strategy, in consultation with the Department of Environment and Conservation.
- Examine, analyze and recommend an approach to asset management for the transportation (roads) branch. This would include a jurisdictional scan of asset management systems across Canada.
- With the Department of Health and Community Services (HCS), finalize a service delivery plan and configuration for air ambulance services, and if required, prepare any relevant budgetary and/or policy submissions.
| From: Hussey, Cindy |
| Sent: Thursday, October 16, 2014 3:31 PM |
| To: Cutler, Rachelle |
| Subject: FW: Associate Deputy Minister, Transportation, PD, October 2014.docx |

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| From: Hussey, Cindy |
| Sent: Wednesday, October 15, 2014 2:26 PM |
| To: Follett, Tina M. |
| Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx |

No problem. We can release on Monday if there is no one else.

C

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| From: Follett, Tina M. |
| Sent: Wednesday, October 15, 2014 02:21 PM |
| To: Hussey, Cindy |
| Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx |

Ok, just found out thought that Darek is out of this office all this week. Will see if there is someone else familiar with the formatting.

T.

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| From: Hussey, Cindy |
| Sent: Wednesday, October 15, 2014 02:18 PM |
| To: Follett, Tina M. |
| Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx |

Thanks! I told Julia she would be provided with ad for review as well once we had agreed upon version!

C

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| From: Follett, Tina M. |
| Sent: Wednesday, October 15, 2014 02:14 PM |
| To: Hussey, Cindy |
| Subject: Fw: Associate Deputy Minister, Transportation, PD, October 2014.docx |

Fyl. T.

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| From: Follett, Tina M. |
| Sent: Wednesday, October 15, 2014 02:13 PM |
| To: Ellis, Karen |
| Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx |

Ok, thanks. Can u give him a heads up that an ad may be on the way. Thx, T.
From: Ellis, Karen  
Sent: Wednesday, October 15, 2014 02:13 PM  
To: Follett, Tina M.  
Subject: RE: Associate Deputy Minister, Transportation, PD, October 2014.docx

No, as long as all the prep work is done and Darek has it formatted, we can post really quickly.  
Karen

Karen Ellis  
Director of Strategic Staffing  
Human Resource Secretariat  
eellis@gov.nl.ca  
(709)729-5820

From: Follett, Tina M.  
Sent: Wednesday, October 15, 2014 2:11 PM  
To: Ellis, Karen  
Subject: Fw: Associate Deputy Minister, Transportation, PD, October 2014.docx

Hi Karen, this is a heads up. I am going to try to have draft for tomorrow. If it can be reviewed, approved and formatted by Friday, do you see any issues with having this advertised on Friday?  

Thx, T.

From: Hussey, Cindy  
Sent: Wednesday, October 15, 2014 01:30 PM  
To: Follett, Tina M.  
Cc: Meade, Brent  
Subject: Associate Deputy Minister, Transportation, PD, October 2014.docx

Tina, we would like to have this position posted by the end of this week. Is it possible for you to draft an ad for review and discussion with myself and Brent?  

Brent, I will be submitting the position for classification by the end of this week as well.  

Please let me know if there are any questions or concerns.

Cindy

Cindy Hussey  
Assistant Deputy Clerk  
of the Executive Council  
Phone: (709) 729-1118  
Fax: (709) 729-5218  
4th Floor, East Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL  
A1B 4J6
From: Hussey, Cindy
Sent: Thursday, October 16, 2014 3:29 PM
To: Cutler, Rachelle
Subject: FW: Associate Deputy Minister, Transportation, PD, October 2014.docx

We have some standard language we use for executive competencies and Tina will consult on education etc. as she starts a draft.

C

From: Meade, Brent
Sent: Wednesday, October 15, 2014 2:27 PM
To: Hussey, Cindy
Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx

Will we do a qualifications spec?

From: Hussey, Cindy
Sent: Wednesday, October 15, 2014 2:13 PM
To: Follett, Tina M.
Cc: Meade, Brent
Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx

Thanks, Tina!

From: Follett, Tina M.
Sent: Wednesday, October 15, 2014 2:08 PM
To: Hussey, Cindy
Cc: Meade, Brent
Subject: Re: Associate Deputy Minister, Transportation, PD, October 2014.docx

Hi, will try to have something drafted by tomorrow.

T.

From: Hussey, Cindy
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To: Follett, Tina M.
Cc: Meade, Brent
Subject: Associate Deputy Minister, Transportation, PD, October 2014.docx
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Please let me know if there are any questions or concerns.

Cindy

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