

May 3, 2016

Honourable Scott Fielding  
Minister of Families  
Room 357 Legislative Building  
Winnipeg, Manitoba R3C 0V8

Dear Colleague,

Thank you for agreeing to serve Manitoba as Minister of Families. Together, our party has been given a mandate to restore trust in government and improve the lives of Manitobans and their families. This is a high honour and privilege we have been given. It will be our focus every day in government.

At the outset, I want to remind you of the need to comport yourself at all times with personal and professional integrity as a representative of our new government. I insist we adhere to the highest possible standards of accountability and respect in the conduct of the province's business. Accordingly, I expect you to be fully aware and compliant with all ethical rules and guidelines currently established as well as those which will be part of our Open Government Initiative.

### **Most Improved Province**

We asked for and received a mandate from Manitobans to improve our province in several key areas. We will be judged on how well we deliver on this. This government will relentlessly focus on these results. I expect us to be a government of results. We must strive each day to deliver high quality public services to citizens at reasonable costs to taxpayers.

A fundamental part of our platform commitment to Manitobans is to ensure our province improves in key areas. All ministers are expected to support and deliver on all of these commitments with colleagues. As Minister of Families, you have a key role to play in delivering on our Most Improved Province commitment to delivering Better Care.

## **Your Mandate**

As Minister of Families, you have a mandate to focus on shortening wait times for childcare, through a program of re-invigorating investment in private sector spaces, and by reducing barriers such as unnecessary red tape. You will also work to reduce social problems through innovative social impact bonds.

Your other responsibilities include:

- Striving to ensure that children in this province stay with their families.
- Opening a dialogue with regard to the welfare of all Manitoban children.

As Minister of Families, you are the lead in fulfilling the following platform commitments:

- Protect front line services and the jobs of the workers who deliver those services.
- Introduce The Protecting Children Act to make it easier for government departments, child and family service authorities, community service providers and law enforcement agencies to share information and collaborate when dealing with victimized and at-risk children.

With respect to child care:

- Reduce the cumbersome regulatory framework in place to open and operate childcare centres.
- Increase operating funding for licensed, family childcare home spaces.
- Work in consultation with school divisions to increase the number of childcare centres in schools.
- Increase incentives to become an Early Childhood Educator (ECE), and promote ease of access to ECE training by expanding training programs to more educational institutions.
- Continue the partnership with Family Dynamics, a community agency specializing in childcare supports for families.

With respect to innovation in delivering services:

- Foster new business, social and community partnerships aimed at giving Manitobans work and social supports through Social Innovation Bonds. Sadly, we lead in social problems; our government will lead in finding solutions.
- Foster innovative community and private sector partnerships that promote practical home ownership opportunities for First Nations families such as the partnership between The Manitoba Real Estate Association and the Assembly of Manitoba Chiefs.

## **Working With Manitobans and the Public Service**

Our government will be a listening government. Our government will be a responsible and responsive government. As a minister and representative of this new government, I expect you to work constructively and cooperatively with citizens and stakeholders to hear their views and communicate the decisions and priorities of the government. Having secured the people's trust in this election, we must work hard every day to earn it anew.

Manitoba's civil service will be a key partner with us to deliver on our commitments and serve the public. Our commitment to protecting front line services for people and the jobs of those who deliver them is one I expect all ministers to work towards.

I made a decision at the outset to reduce the size of Cabinet and set a new tone at the top in ensuring value in government services. That tone at the top extends to how I expect you and your colleagues to work with your departmental officials and other civil servants you encounter in the course of your professional duties. I expect you to forge a collaborative working relationship with your deputy minister and senior officials. I also expect you to be accessible to officials within your department, to listen to their advice, to hear their concerns, and understand that while they are here to serve in a professional non-partisan manner, they are also our employees who deserve our respect.

## **Cabinet, Caucus and the Legislature**

Being a minister brings significant responsibility with your new duties. That responsibility extends to ensuring you are fully briefed and knowledgeable about your portfolio issues and obligations when engaging with colleagues at Cabinet and in the Legislature. I expect all ministers to know their files and bring a collegial working style to making decisions at Cabinet and Cabinet Committees.

You have been named a member of our Planning & Priorities Committee and Treasury Board. As a member of Treasury Board, I expect you to participate in the government's work of ensuring results in policy and program decisions, bringing value for money in government spending, and applying tests of efficiency and effectiveness to current and future government policy and program decisions. You have also been named first acting Minister of Finance and second acting Minister of Education & Training.

Caucus is a vital part of our governance model. I remind you that all caucus members are full and equal colleagues in the work and direction of this government. I expect you to work closely at all times with your caucus colleagues providing them with information as they carry out their duties and being accessible to them in the conduct of their duties. From time to time, individual caucus members will be assigned to work with you on specific projects by me. You will treat them as full cabinet colleagues in this capacity.

The Legislative Assembly remains the foundation of our democracy and is essential for representative and accountable government. We shall treat it respectfully. I expect all ministers to be briefed, ready, and available to answer questions, explain decisions, and engage colleagues in the Legislature as well as citizens that appear before it.

As we work together, I will be evaluating individual and collective performance of ministers as they deliver their mandates and support and work collaboratively with ministerial and caucus colleagues.

Manitobans expect us to work for them as a team. I know I can count on your personal support and commitment to do so as you shall have my personal support and commitment to work with you in your new duties and responsibilities.

We have been given a rare privilege to serve our province. I know you are as grateful as I am for this opportunity. Let us make Manitobans proud once more of their government.

Sincerely,

Original signed by Brian Pallister, Premier

Premier Brian Pallister