

WORKPLACE HEALTH, SAFETY AND COMPENSATION REVIEW DIVISION



**2010-2011
Annual Activity Report**



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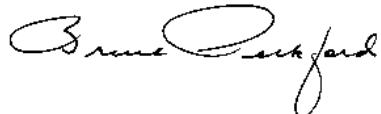
MESSAGE FROM THE CHIEF REVIEW COMMISSIONER

In accordance with the *Transparency and Accountability Act* and pursuant to the provisions of the *Workplace Health, Safety and Compensation Act* (the *Act*), I am pleased to present the Annual Activity Report representing the activities of the Workplace Health, Safety and Compensation Review Division (the WHSCRD) for the fiscal year 2010-2011. The WHSCRD and its Chief Review Commissioner are responsible for the preparation of this report and are accountable for the results contained within it.

The Annual Activity Report for 2010-2011 highlights the WHSCRD's accomplishments towards achieving its Mission. The WHSCRD's Mission, initially developed in 2007-2008, was to implement a client service framework which provides workers, their dependents and employers the resources to effectively participate in the review process. I am pleased to announce that we have been successful in accomplishing our Mission and the objectives set out for 2010-2011.

I would like to welcome Mr. Keith Barry to the WHSCRD who was appointed in July 2010 and wish him well in his new role as Review Commissioner.

I would also like to thank Review Commissioners Alex Harrold and Keith Barry, along with the staff of the WHSCRD, for their commitment and professionalism in achieving our Mission and providing outstanding service to clients throughout the review process. I look forward to our continued efforts in 2011-2012.



E. Bruce Peckford
Chief Review Commissioner

OVERVIEW

INTRODUCTION

The WHSCRD is the final level of review within the workers' compensation system in Newfoundland and Labrador. The WHSCRD is responsible for the review of decisions of the Workplace Health, Safety and Compensation Commission (the Commission). The WHSCRD may review such issues as:

- ◆ Compensation benefits;
- ◆ Rehabilitation and return to work services and benefits;
- ◆ Employers' assessments;
- ◆ The assignment of an employer to a particular class or group;
- ◆ An employer's merit or demerit rating; and
- ◆ The obligations of an employer and a worker with respect to return to work and rehabilitation issues.

REVIEW COMMISSIONERS

The WHSCRD has a Chief Review Commissioner and a panel of Review Commissioners. Up to seven Review Commissioners, including the Chief Review Commissioner, may be appointed to the WHSCRD. Review Commissioners conduct hearings in St. John's, Gander, Grand Falls-Windsor, Corner Brook, Happy Valley-Goose Bay and Labrador City.

As of March 31, 2011, E. Bruce Peckford is the Chief Review Commissioner, with Alex Harrold and Keith Barry as Review Commissioners.

WHSCRD STAFF

The WHSCRD employs nine female staff in its office located in the Dorset Building, at 6 Mount Carson Avenue in Mount Pearl, NL.

OVERVIEW (CONTINUED)

MANDATE

The mandate of the WHSCRD is to review decisions of the Commission to ensure compliance with the *Act* and *Regulations*, as well as with the policies of the Commission. The WHSCRD is also mandated to direct appropriate remedies where necessary.

VISION

The vision of the WHSCRD is an environment where workers and employers participate in an independent, timely and fair review process anchored in a culture of exceptional client service.

VALUES

Values are the guiding principles which describe the culture of an organization. The culture of the WHSCRD is one which promotes exceptional client service in an environment where employees are supported in their professional and individual pursuits.

The following core values will guide our behavior and judgment in our interactions with clients on a daily basis:

<i>Independence</i>	Each person will provide services to clients in a manner that is fair, equitable, and free of bias.
<i>Respect</i>	Each person will treat clients and each other with courtesy and understanding while recognizing other views and opinions.
<i>Professionalism</i>	Each person will demonstrate the highest level of conduct by serving clients in a manner that is timely, competent and objective.
<i>Quality</i>	Each person will endeavour to consistently provide services to clients in an ethical and proficient manner.

OVERVIEW (CONTINUED)

LEGISLATION

The *Workplace Health, Safety and Compensation Act*, RSNL1990 CHAPTER W-11, Part II – Appeals, Sections 21 to 37 provide the legislative provisions for the WHSCRD.

LINES OF BUSINESS

The WHSCRD offers the following services to its clients:

Review of Commission Decisions

- The WHSCRD processes review applications submitted by injured workers, their dependents and employers in the province, as well as coordinates a review process that includes a hearing before a Review Commissioner concluding with a final written decision usually within thirty days.

Information Services

- The WHSCRD provides information services to its clients by providing web-based distribution of its decisions; researching workers' compensation issues and collecting and maintaining statistical information relative to the review process.

ORGANIZATION CHART



HIGHLIGHTS AND ACCOMPLISHMENTS

The WHSCRD is committed to delivering quality services to its clients, ensuring they participate in an impartial and efficient review process. In identifying areas for continuous improvement to its practices and in continuing to provide exceptional client service, the WHSCRD completed the following initiatives for 2010-2011:

Organizational Review

- The WHSCRD has completed an organizational review of its operations, focusing on case management, adjudication, post-decision processing, communication/information services, as well as its human resources component. As a result, the WHSCRD identified areas for improvement in its operations and a profile for organizational enhancements has been developed. These changes will be implemented to enable WHSCRD to support the role of Review Commissioners and to assist workers and employers who participate in the review process.

Access to Personal Information and Protection of Privacy

- The WHSCRD has completed the file formatting project which ran until early Fall of 2010. The objective of the project was to develop a process for the release of the file document package, while protecting personal information and balancing the rights of other parties such as the employer in the review process. Analysis of feedback sought from both worker and employer groups found that while the protection of personal information is paramount, very little changes were deemed necessary given the participatory nature of the review process. The current file format remains the best possible arrangement for all participants in the hearing process, however, increased scrutiny and monitoring of specific file documents to be released is ongoing.

WHSCRD Information Services

- The WHSCRD's website at www.gov.nl.ca/whscrd continues to be a helpful resource for those who are seeking information regarding the review process. There have been more than 4,100 visits to the site in 2010-2011 which is a 20% increase from the previous year.
- To further increase public awareness of the review process, the WHSCRD offers information sessions to its stakeholder groups. In November 2010, the WHSCRD provided information on its various services to conference attendees through a display booth at the Newfoundland and Labrador Employers' Council 2010 Annual Conference.
- The WHSCRD's Client Service Manual, which is intended as a reference tool for review participants, has been developed and will be available in the Fall of 2011 on the WHSCRD's website and in hard copy. The Manual is designed as a resource to assist clients in their understanding of the review process from application to final decision.

HIGHLIGHTS AND ACCOMPLISHMENTS (CONTINUED)

Professional Development

- The WHSCRD recognizes professional development for Review Commissioners is essential to achieving and maintaining quality standards in decision-making. In 2010-2011, Review Commissioners participated in a five-day professional development program on decision-writing. Review Commissioners also attended a further two days of professional development, which included discussion on the principles of administrative law and Commission programs.
- The WHSCRD continuously provides professional development opportunities for staff, as well as its Review Commissioners. Staff of the WHSCRD participated in Problem Solving Training session facilitated by the Labour Relations Agency. Staff also participated in several Occupational Health and Safety workshops on ergonomics in the workplace, accident reporting/investigation and Occupational Health and Safety Committee training.

2007 – 2011 MISSION

Providing enhanced client services and support to workers and employers is essential to ensuring fairness within the review process. Many individuals requiring the services of the WHSCRD may not be familiar with the role of the WHSCRD. The perception of a very complex workers' compensation system means various workers and employers require additional support when participating in the review process.

The WHSCRD recognizes the challenge facing these individuals and is committed to ensuring support exists to assist review participants. In this regard, the WHSCRD identified as its Mission Statement the requirement for a more optimum framework for clients, particularly with respect to adequate information regarding WHSCRD's practices and procedures.

The WHSCRD's Mission Statement was initially developed in the 2007-2008 planning initiative and continued through to 2010-2011, spanning a four year period. The Mission Statement highlights the requirement for a client service framework to assist clients in their participation within the review process. The following statement also identifies the measures and indicators to assist the WHSCRD and others to monitor progress and evaluate success.

Mission Statement: **By 2011, the WHSCRD will have implemented a client service framework that provides workers and employers with effective tools and processes to assist in their participation within the review process.**

Measure: **Client Service Framework is Implemented**

Indicators:

- **Increased information regarding the WHSCRD's role and services is provided.**
- **Recommendations for changes to current practices and procedures are identified.**
- **Increased efficiency in application turnaround time.**
- **Client Service Manual is available to clients.**

MISSION OUTCOMES

Over the four year span of its Mission cycle, the WHSCRD was successful in achieving its Mission to develop a client service framework to provide workers and employers the necessary supports to effectively participate in the review process. In its first year of the Mission cycle, the WHSCRD undertook a comprehensive review of its communication and information services with a view to delivering these services more effectively. Throughout the following years of the cycle, the WHSCRD focused internally on the many aspects of its processes to identify areas for enhancements and to develop a guide to educate clients and stakeholders on the review process. The following outlines the activities accomplished by the WHSCRD in achieving its Mission of establishing a client service framework:

✓ ***Increased information regarding the WHSCRD's role and services is provided.***

- A newly enhanced website was launched in 2008-2009, providing relevant information and resource tools regarding the review process for clients and stakeholders. The website, which may be accessed at www.gov.nl.ca/whscrd, includes access to the WHSCRD's decisions, forms and publications, as well as links to other pertinent sites.
- A series of brochures has been developed providing information on WHSCRD's processes. Each brochure outlines the procedures for an external review and consists of: *General Information, The Review Process, Employer Participation and The Hearing Process*.
- The WHSCRD increased information on the review process by providing information booths at conferences in 2009-2010 and 2010-2011 to provide information regarding the WHSCRD's services to attendees.
- To further enhance its information services, the WHSCRD has improved access to released decisions on the online Decision Search System (DSS). The DSS is currently accessed through the WHSCRD's newly expanded website. The WHSCRD's decisions are also distributed to its clients in CD format upon request.

✓ ***Recommendations for changes to current practices and procedures are identified.***

- The WHSCRD completed a research and analysis of Canadian workers' compensation appeal jurisdictions to determine enhancements to its practices and procedures. The analysis focused on methods of appeal, processing timeframes, case management practices, advocacy groups, the disclosure of personal information, as well as the post-decision process. An analysis of other jurisdictions' practices and procedures determined that although the WHSCRD remains one of the most efficient review bodies in Canada, opportunities exist to streamline its processes by improving communications services, file document preparation, and the proper identification of issues under review.

MISSION OUTCOMES (CONTINUED)

- A Client Satisfaction Survey conducted in 2009-2010, provided clients and stakeholders the opportunity to express their opinion regarding the WHSCRD's operations and to gauge their awareness of the various WHSCRD services. The outcome of the survey was to establish that client service must remain a focal point, particularly with respect to those who are unrepresented.
- A review and analysis of WHSCRD's internal operations and program delivery to identify areas for enhancement has been completed. The review focused on case management, adjudication and the post-decision process. As a result, a profile of enhancements to WHSCRD's operations has been developed. The WHSCRD is currently implementing these changes to further assist clients understand the review process, improve response times and provide support to Review Commissioners.

✓ ***Increased efficiency in application turnaround time.***

- By 2010-2011, the WHSCRD was able to increase efficiency in application turnaround time by reducing the timeframe from hearing to final decision from 42 days in 2007 to 30 days in 2011. Reducing the timeframe to receive a hearing from the date of application still remains a challenge, however, as much of this process is determined by the client's availability to move forward with the hearing process. Due to the complex nature of workers' compensation cases many clients are not prepared to proceed with their hearing when contacted, as they are either waiting on representation, new information, or for clarification. The WHSCRD continues to work with clients to ensure that the review process is delivered as efficiently as possible.

✓ ***Client Service Manual is available to clients.***

- To further expand upon the implementation of a client service framework, the WHSCRD developed a Client Service Manual in 2010-2011 to assist clients and stakeholders effectively participate in the review process. The Manual is primarily intended as a reference tool to increase clients' understanding of the WHSCRD's practices and procedures as they participate in an independent, fair and transparent review process. It will also assist clients and stakeholders in their understanding of the WHSCRD's function within the workers' compensation system. The Manual is currently in its final draft and will be available in hard copy and on the WHSCRD's website at www.gov.nl.ca/whscrd in the Fall of 2011.

2010-2011 OBJECTIVES

To further build upon its Mission of implementing a client service framework, the WHSCRD identified as its objective for 2010-2011 the preparation of a Client Service Manual to provide clients with the most up-to-date information regarding the review process.

In achieving this objective, the WHSCRD conducted an examination of its practices and procedures to identify the format and relevant topics for inclusion in the Client Service Manual. Feedback was also obtained from WHSCRD's clients and stakeholders for subject matter and relevancy. The outcome was to develop a reference guide for clients of the WHSCRD to enhance their understanding of the review process as they participate in an independent, fair and transparent process.

The following measure and related indicators outlines the WHSCRD's endeavours for 2010-2011:

Objective: By 2010-11, the Review Division will have drafted a Client Service Manual outlining its practices and procedures.

Measure: Client Service Manual Drafted

Indicators:

- ✓ A list of key practices and procedures to be identified is compiled for inclusion in the manual.
- ✓ Focus groups are arranged to assist in determining layout and structure of manual.
- ✓ Manual is drafted.

OBJECTIVE OUTCOMES

In consideration of the strategic directions of government and the mandate and financial resources of the WHSCRD, the following table further outlines the WHSCRD's objective for 2010-2011 and the associated indicators assisting both the WHSCRD and the public in monitoring and evaluating its progress and accomplishments:

INDICATORS	PROGRESSS AND ACCOMPLISHMENTS
A list of key practices and procedures are identified and compiled for inclusion in the manual.	<ul style="list-style-type: none">• An examination and analysis of WHSCRD's existing practices and procedures has been completed. The analysis focused on the various stages of the review process such as application and intake, pre-hearing, hearing, decision and post-decision activity. Using the results of the analysis, a list of key practices and procedures for inclusion in the Client Service Manual was compiled.
Focus groups are arranged to assist in determining layout and structure of manual.	<ul style="list-style-type: none">• The <i>Act</i> and <i>Regulations</i> were also reviewed and relevant sections of legislation were included in the Manual to provide further reference and clarity.
Manual is drafted	<ul style="list-style-type: none">• Sections of the Client Service Manual and a feedback questionnaire were provided to stakeholders for their response. Stakeholders included representation from employer and worker groups, as well as the Commission. The stakeholders were invited to present their comments and suggestions regarding layout, subject matter and relevancy. In addition, the Client Service Manual was provided to WHSCRD staff, Review Commissioners and WHSCRD legal counsel for their input.• Feedback received from all parties regarding structure, subject matter, and relevancy has been analyzed and incorporated into the Client Service Manual.• The outcome of the analysis of practices and procedures as well as the feedback received, resulted in the development of a Client Service Manual. The Manual is currently drafted and will be available to WHSCRD clients and stakeholders in the Fall of 2011.

OPPORTUNITIES AND CHALLENGES AHEAD

The WHSCRD is continuously working towards improving its processes, enhancing productivity and providing clients with timely and accurate information and decisions. As a result, the WHSCRD will centre its future efforts on the following areas:

- ◆ The WHSCRD has completed its activity planning process for the next three year cycle. The focus throughout the implementation of the 2011-2014 Activity Plan will be on the development of service standards to enhance the decision-making process and to provide the highest level of services to clients.
- ◆ In developing its Activity Plan, the WHSCRD identified the decision-making process as a high priority. As a result, the WHSCRD will focus on constructing a professional development program to support Review Commissioners and further enhance the decision-making process.
- ◆ In many instances, workers' compensation cases coming before Review Commissioners are complex with multiple issues under review. To further provide clarity and avoid unnecessary delays in the review process, the WHSCRD will ensure the issues under review are well defined in advance of the hearing to ensure a fair and impartial review process for workers and employers.
- ◆ Cases before Review Commissioners often have lengthy files containing the complete medical history of injured workers, as well as information which is either irrelevant or repetitive. The WHSCRD will continue to interact with workers and employers to find a balance with respect to the protection of personal information and the release of relevant information for the hearing to ensure a fair review process for all parties.
- ◆ Within the case management process there is a challenge in striking a balance between providing sufficient preparation time for review participants and ensuring that the review process remains timely for all. The WHSCRD will work with its clients to ensure the review process is delivered as efficiently as possible.
- ◆ There is a continued requirement to improve clients' understanding of all aspects of the review process, from the initial application to understanding the outcome of the decision. This is especially so with unrepresented clients. As a result, there exists an opportunity for the WHSCRD to build a development and training strategy for its employees to enhance their skill sets in order to meet the needs of its clients and to deliver exceptional client services.
- ◆ Through the ongoing enhancement of its information services, the WHSCRD will continue to refine the Client Service Manual, as well as develop additional information brochures on the various aspects of the review process.

CASELOAD ACTIVITY

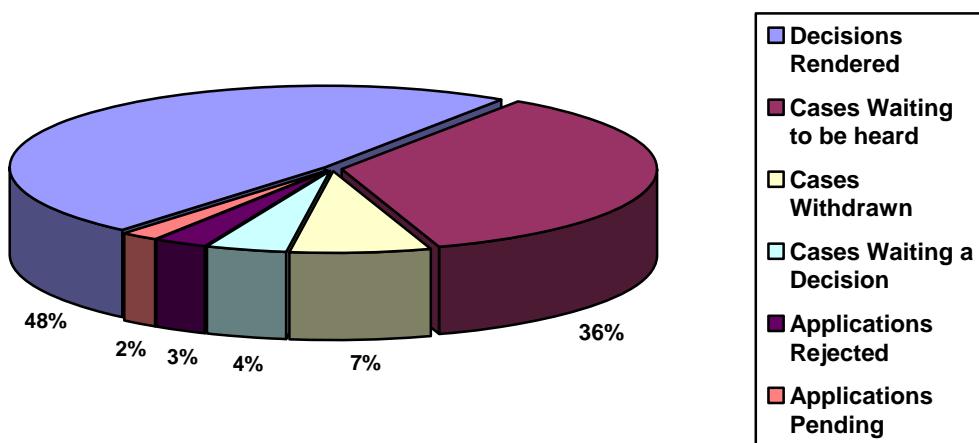
2010-2011 CASELOAD ACTIVITY AT A GLANCE

- ◆ The WHSCRD's caseload for 2010-2011 remains comparable with the previous year. In 2010-2011, 331 Request for Review Applications were filed which represents a slight decrease from the preceding year by three cases.
- ◆ Workers and their dependents filed 293 Request for Review Applications. Employers filed 38 Request for Review Applications.
- ◆ WHSCRD staff also coordinated work for an additional 103 hearings which were either postponed/rescheduled or subsequently withdrawn by the parties.
- ◆ Request for Review applications may involve more than one issue and it may be necessary for the WHSCRD to provide a decision on each issue. In 2010-2011, there were 239 decisions rendered involving 282 issues under review.
- ◆ Review Commissioners found that 43% of the Commission's decisions, which were subject to review, were either not consistent with the *Act*, the *Regulations* and policies of the Commission, or required additional review by the Commission. In these cases, Review Commissioners allowed the appeals or referred the cases back to the Commission for further review or investigation.
- ◆ The average time to receive a decision following a hearing was 30 days. Overall processing time from application to decision was approximately 6 months. This figure represents an average of cases and includes those cases where excessive delays were caused by scheduling difficulties.
- ◆ Approximately 18% of workers who received decisions were either self-represented throughout the Review Process, or were represented by friends or family.
- ◆ Employers who received decisions were self-represented in approximately 23% of these cases.
- ◆ There were 37 requests for reconsideration of decisions filed in 2010-2011. Thirteen of those requests were granted.
- ◆ The top three issues under review for workers were: Health Care Services 16%, Extended Earnings Loss 13%, and Permanent Functional Impairment 11%.
- ◆ As there is a high volume of Request for Review applications in the St. John's area, 60% of hearings were conducted in the WHSCRD's offices in Mount Pearl in 2010-2011. This is consistent with the previous year.

STATISTICAL OVERVIEW

CASELOAD BREAKDOWN		
April 1, 2010 to March 31, 2011		
Caseload	2010/2011	2009/2010
Appeals Carried Forward	164	145
New Applications	331	334
Total Caseload	495	479
Decisions Rendered	239	244
Cases Waiting to be Heard	176	143
Cases Withdrawn	36	57
Cases Awaiting a Decision	20	13
Applications Rejected	15	14
Applications Pending	9	8

Caseload Breakdown (Percentage)
April 1, 2010 to March 31, 2011



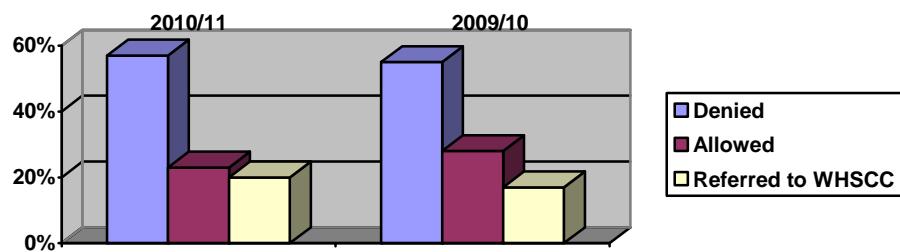
Due to rounding the total percentages may not equal 100%.

STATISTICAL OVERVIEW (CONTINUED)

MONTHLY HEARINGS AND DECISIONS				
April 1, 2010 to March 31, 2011				
Hearings and Decisions	2010/2011		2009/2010	
	Hearings	Decisions	Hearings	Decisions
April	23	15	25	30
May	26	17	24	20
June	20	34	24	14
July	25	9	20	25
August	20	29	13	17
September	22	26	21	18
October	20	22	25	19
November	22	13	22	17
December	17	24	19	49
January	15	21	13	5
February	14	10	13	13
March	22	19	16	17
Total	246	239	235	244

DECISIONS BY TYPE				
April 1, 2010 to March 31, 2011				
Decisions	2010/2011		2009/2010	
Denied	135	57%	134	55%
Allowed	56	23%	68	28%
Referred to WHSCC	48	20%	42	17%
Total	239	100%	244	100%

Decision Breakdown (Percentage)
April 1, 2010 to March 31, 2011



STATISTICAL OVERVIEW (CONTINUED)

HEARINGS BY REGION April 1, 2010 to March 31, 2011		
Region	2010/2011	2009/2010
St. John's	148	143
Gander	30	19
Grand Falls-Windsor	36	35
Corner Brook	30	35
Labrador	2	3
Total	246	235

REPRESENTATIVE PROFILE April 1, 2010 to March 31, 2011		
Representatives	2010/2011	2009/2010
Worker Self	28	29
Worker Consultant	9	18
Employer Self	29	28
Employer Consultant	38	35
Legal Counsel	14	17
Union	51	59
Members of the House of Assembly	113	82
WHSCC	51	54
Other (Relative, Friend, etc.)	12	16
Total	345	338

Note: More than one representative may be involved in the review process, therefore, the number of representatives may not correlate with the number of hearings held or decisions rendered.

RECONSIDERATION REQUESTS April 1, 2010 to March 31, 2011						
Client	2010/2011			2009/2010		
	Requests	Allowed	Denied	Requests	Allowed	Denied
Employer	8	3	5	2	0	2
Worker	12	1	11	10	5	5
WHSCC	17	9	8	9	4	5
Total	37	13	24	21	9	12

STATISTICAL OVERVIEW (CONTINUED)

ISSUES SUMMARY BY DECISION				
April 1, 2010 to March 31, 2011				
TYPE OF ISSUES REVIEWED		OUTCOME		
Worker/Dependent Appeals	Objections	Allowed	Denied	Referred to WHSCC
Canada Pension Plan	6	2	2	2
Claim Denied	13	1	10	2
Compensation Denied	20	8	8	4
Compensation Rate	4	1	2	1
Dependency Benefits	3	0	2	1
Early & Safe Return to Work	4	0	2	2
Extended Earnings Loss Benefits	34	9	18	7
Health Care Services	42	14	21	7
Hearing Loss	5	0	3	2
Industrial Disease	1	1	0	0
Labour Market Re-entry	25	5	11	9
Overpayment	2	0	1	1
Permanent Functional Impairment	28	4	18	6
Permanent Partial Disability	3	0	1	2
Proportionment	5	2	2	1
Re-employment Obligations	2	1	1	0
Recurrence	11	4	5	2
Reinstatement of Benefits	5	2	3	0
Reopening	12	1	9	2
Wage Loss Benefits	26	5	15	6
Other	4	0	2	2
Total	255	60(24%)	136(53%)	59(23%)
Employer Appeals		Objections	Allowed	Referred to WHSCC
Assessment Rate	5	1	2	2
Cost Relief	5	0	5	0
Objection to a Worker's Claim	16	3	12	1
Other	1	0	1	0
Total	27	4(15%)	20(74%)	3(11%)
OVERALL TOTALS	282	64(23%)	156(55%)	62(22%)

Note: Review Applications may raise more than one issue for review, therefore, the above numbers may not correlate with the number of Review Applications filed or Decisions rendered. Due to rounding the total percentages may not equal 100%.

FINANCIAL STATEMENT

There is no regulatory requirement for the WHSCRD to submit a separate, audited financial statement.

Summary of Expenditures and Related Revenue for fiscal year ending March 31, 2011 (UNAUDITED)

	2010/2011	2010/2011		
		Estimates		
		Actual	Amended	Original
8.1.01. Workplace Health, Safety and Compensation Review				
01. Salaries	409,559	514,100	564,100	
02. Employee Benefits	654	2,500	2,500	
03. Transportation and Communications	24,883	25,500	20,000	
04. Supplies	11,817	22,500	22,500	
05. Professional Services	162,623	205,500	219,500	
06. Purchased Services	114,947	129,500	120,500	
07. Property, Furnishings and Equipment	2,153	7,500	8,000	
	726,636	907,100	957,100	
02. Revenue - Provincial	(838,827)	(957,100)	(957,100)	
Total: Workplace Health, Safety and Compensation Review	(112,191)	(50,000)	-	

Source: Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2011

REVIEW COMMISSIONERS

E. Bruce Peckford, Chief Review Commissioner

Mr. Peckford is a resident of St. John's. He is a retired provincial public servant who has held several senior positions with the public service, concluding with Deputy Minister of Social Services. He also held the position of Executive Director of Finance and Administration with the Workplace Health, Safety and Compensation Commission. In 2005, Mr. Peckford served as Chair of the *Statutory Review Committee on the Workplace Health, Safety and Compensation Act*.

Mr. Peckford is the past Chair of the Eastern School District and the past Chair of the Historic Sites Association of Newfoundland and Labrador and a former Board member of the Canadian Cancer Society, Newfoundland and Labrador Division.

Alex Harrold, Review Commissioner

Mr. Harrold is a resident of Westport. He has served as a Review Commissioner since 2005. He has a Bachelor of Science degree from Southwest Missouri University and a Bachelor of Laws degree from Dalhousie University. Mr. Harrold is a former teacher who taught at Baie Verte High School and he has also worked with the Department of Justice. Mr. Harrold also been a member of the Baie Verte Peninsula Health Care Board and is a former provincial Vice-President of the Multiple Sclerosis Society of Canada.

Keith Barry, Review Commissioner

Mr. Barry is a resident of St. John's. He is a retired provincial public servant, having served in various government departments over a 44-year career. Most recently, Mr. Barry served as Vice-Chair of the Public Service Commission. Prior to that he was the Director of Financial Administration for the Royal Newfoundland Constabulary and occupied various senior financial positions with the Fisheries Loan Board, Executive Council, etc. Mr. Barry was honoured with a fellowship with the Society of Management Accountants of Canada in 2004, and in 2006 was named Gonzaga Alumnus of the year.

CONTACT INFORMATION

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