

Paquette Consulting – Selected Projects 2021 to 1980 in Organization Design, Change Management, Work/Job Description Writing, Job Evaluation --Classification, and Associated Staffing Advice provided to the Public Service of Canada and to Public Service Bargaining Agents/Unions. **Yellow highlighting indicates a project involving EX job descriptions, and **Green** highlighting indicates an organizational design project**

215. March 22-31, 2021. **Resources and Management Services, Finance and Administration, Corporate Services, Transport Canada.** Provide organization and classification services to assist the Management of F&A in reviewing and providing an expert review/adjust and comment on a draft proposed AS-06 work description, as well as editorial input, and view on the possible rating of a final draft to determine if the text warrants possible classification as level 6 under the AS Job Evaluation Standard in consultation with TC classification advisors. Reference: Deloranda Munro, DG, Financial Ops, Admin Services and Chief Procurement Officer, Tel: 613-993-4307, Fax: 613-991-4410, E-mail/courriel: deloranda.munro@tc.gc.ca , or, Julie Chevalier Manager, Resources and Management Services, Tél/tel. (343) 552-0499, Courriel/email: Julie.Chevalier@tc.gc.ca.
214. February-March 2021. **Community Building, Citizenship, Heritage & Regions, Department of Canadian Heritage.** Provide organization and classification services to write one executive job description, in consultation with the PCH classification advisor, and the Director General Community Building, for the proposed position of “Director, Reconciliation and Treaties”, providing a first draft for comment, and upon receiving comments from the DG and from classification produce a final draft for the DG’s approval. Reference: Claudette Lévesque, Director General, Community Building, Canadian Heritage. Tel: 819.665.6130, e-mail/courriel: claudette.levesque@canada.ca
213. June-November 2020. **Facilities Management & CSO, Financial Administration, Corporate Services, Transport Canada.** Engaged to lead a project to review the Facilities Management and Chief Security Officer (CSO) Organization of Transport Canada, its structure, the programs and activities for which responsible, business processes, and the accountability of positions as described in job descriptions through document review and interviews with all managers and selected staff. Produced a preliminary organizational and SWOT analysis, prepared sixteen (16) updated standardized or unique EX and AS facilities management and security job description and advice the application of the EGPEP and the Administrative Services Job Evaluation Standard, and possible ratings of the updated positions. Prepared a draft memorandum explaining the process undertaken, the changes to the sixteen unique and standardized job descriptions including their proposed levels by management. References: Les Collett, Executive Director FM&CSO. Tel: (613) 998-7750, E-mail/Courriel: les.collett@tc.gc.ca, or Paul Gravelle, Administrative Officer, FM&CSO. Tel: (613) 998-7921, E-mail/Courriel: paul.gravelle@tc.gc.ca.
212. May-July 2020.. **Indigenous Affairs Reconciliation Directorate, Fisheries and Harbour Management Sector, DFO.** (Contract F5211-180218 as amended- see also project 204). Engaged to lead a project to develop a succession plan and an integrated human resource plan to accompany the restructuring of the Directorate, moving the program component of the Directorate to the Fisheries and Harbour Management Sector, and the policy component remaining in the Strategic Policy Sector as information to the two ADM’s and to DFO Human Resources and Corporate Services Sector. Reference: Robert Lamirande, Senior Advisor Indigenous Relations, Indigenous, Fisheries and Harbour Management Sector, DFO Tel: 613-991-6979, Fax: 613-990-4111, e-mail/courriel: Robert.lamirande@dfo-mpo.gc.ca, Gorazd Ruseski - Acting Director General, Indigenous Affairs, Tel: 613-404-6042, Fax: 613-990-4111, e-mail/courriel: Gorazd.Ruseski@dfo-

mpto.gc.ca, or Kevin Fram, Senior Director, Indigenous Programs, Indigenous Affairs Directorate, Fisheries and Harbour Management Sector, DFO. Tel: 613-993-3096, Fax: 613-993-7651, e-mail/courriel: Kevin.Fram@dfo-mpto.gc.ca, or Christina King, Program Management Advisor. Tel: 613-762-2899, e-mail/courriel: Christina.King@dfo-mpto.gc.ca

211. February-March 2020. **Ministerial Services Division, Corporate Services, Immigration, Refugees and Citizenship Canada.** Provide organization and classification advice in the appropriate occupational group allocation of the MED positions, based on experience required, work assigned, knowledge required, inclusion and exclusion statements of possible occupational groups, and prepare proposed standardized IS-05, IS-04, and IS-03 job descriptions demonstrating their equivalency to the IS benchmarks. Reference: Neil Walsh, Director, Ministerial Enquiries Division. Tel: 613-437-7066, Email/Courriel: <mailto:Neil.Walsh@cic.gc.ca>
210. January 2019 – January 2020. **Office of the Executive Director, Canadian Association of Professional Employees.** Provided organization and classification services and advice on updating the CAPE Job Classification Standard to reflect changes in the pay structure of CAPE to recognize the one position class of the President and the Executive Director under the Ontario Pay Equity Act, and wrote a number of new or updated job descriptions, including those of the President and Executive Director and prepared draft job evaluations, and as requested, staffing posters, Developed and delivered a presentation on the CAPE Job Classification System, its legal basis under the Pay Equity Act and Pay Equity Commission, and its functionality. Reference; Claude Vezina, Executive Director, ACEP-CAPE. Tel: 613-236-9181, x244. E-mail/Courriel; cvezina@acep-cape.ca
209. **June – October 2019. Communications Branch, Canadian Heritage.** Provide organization and classification services to the Director General, Communications to incorporate policy, program and technological changes to the senior management positions of the Branch, i.e. the Director General's EX-03, the Deputy Director Strategic Communications (EX-02), the Director Creative Solutions, Outreach (EX-01), and the Director, Issues Management and Ministerial Services. Only the DDG's job was not updated as the incumbent left the position. Reference; Chantal Reinert, DG Communications. Tel: 919-997-0231. Fax: 819-953-1599 E-mail/Courriel; chantal.reinert@canada.ca
208. May 2019- January 2020. **Strategic and Service Policy Branch, Employment and Social Development Canada.** Provide organization and classification services to assist the Senior Assistant Deputy Minister and her Directors General and Directors review the structure of up to nine directorates, and review, update, or write new executive job descriptions. Met with the proposed Executive Director, Indigenous Early Learning and Child Care (IELCC) Secretariat (EX-03), and her two proposed subordinate EX-01's the proposed Director, IELCC Horizontal Policy and Metis Relationships, and the proposed Director, IELCC Implementation and First Nations and Inuit Partnerships. Also met with the Director General, Corporate Planning and Management (EX-03) and three of his four directors, i.e., the Director, Corporate Planning (EX-01). the Director, Policy Lenses and Research (EX-01), and the Director, Performance (EX-01). Provided advice on the structuring of these two directorates, on organization design, and drafted new or revised job descriptions for six EX positions, advising on how EX job descriptions are rated, on issues of overlap and on the creation of positions responsible for new federal policy initiatives outside of the scope of existing benchmarks, and how they might be evaluated (i.e. draft evaluation rationales). Reference: Dawn Rest, A/Director, Business Management Services, Corporate Planning and Management Directorate, Strategic and Service Policy Branch
T: 819-654-2604; Email: dawn.rest@hrsdc-rhdcc.gc.ca

207. May-June 2019. **Office of the Secretary, International Joint Commission- Canadian Section.** Provide organization and classification services to resolve issues relating to the classification of a PC-01, an IS-04, and an AS-01, through carrying out job validation reviews (desk audits) on all three positions, providing advice on the impact of the desk audits on the potential level of the position, and preparing an assessment of the incumbent for appointment to the PC-02 group and level, and preparing a justification for a non-advertised appointment of the incumbent of the PC-01, to an existing, classified PC-02. Reference: Camille Mageau, Secretary, International Joint Commission – Canadian Section. Tel: 613-943-6366, Fax: 613-993-5583, E-mail/courriel: mageauc@ottawa.ijc.org
206. February 2019. **Office of the Deputy security Officer and Director Security, CIO Directorate, Shared Services Canada.** Participated in meetings to discuss and provide advice on why a proposed AS-06 Manager BCP, EM and Fire did not qualify as an AS-06 but as an AS-05 and prepared a draft job description for a Manager/Administrative Expert, BCP, EM, FS and SEM as well as a draft classification rational demonstrating how it should warrant classification as an AS-06; provided an example of an AS-07 security for PCO as an example of the difference. Reference Marc Primeau, Director, Security, Tel: 613-960-3340, Mobile:613-854-3119; e-mail/courriel: marc.primeau@canada.ca
205. October 2018. **Office of the Executive Director, Canadian Association of Professional Employees.** Provided organization and classification services and advice in redesigning the job descriptions for the communications group positions creating a new set of two job descriptions, one for a Communications Coordinator (Level 5), and one for a Communications Specialist (Level 4), classification rationales for both, posters for both. Reference; Claude Vezina, Executive Director, ACEP-CAPE. Tel: 613-236-9181, x244. E-mail/Courriel; cvezina@acep-cape.ca
204. July 2018-March 2021. **Indigenous Affairs Reconciliation Directorate, Fisheries and Harbour Management Sector, DFO.** (Contract F5211-180218 as amended). Provided organization and classification services (including job validation reviews, aka desk audits) and advice for the creation of job descriptions and related draft classification rationales for sensitivity analysis for various positions at various occupational groups and levels including up to eleven PM-02/03/04, AS-03/05, and EC-02/03/04/05/06/07 positions as well as any other information for the OCCOE, prepared an analysis of a proposed classification decision on a CO-03 as well as a proposed classification rational, and prepared a draft Succession Plan (in progress in July 2020). Reference: Robert Lamirande, Director General, Indigenous Affairs and Reconciliation Directorate, Fisheries and Harbour Management Sector, DFO Tel: 613-991-6979, Fax: 613-990-4111, e-mail/courriel: Robert.lamirande@dfo-mpo.gc.ca, or Kevin Fram, Senior Director, Indigenous Programs, Indigenous Affairs and Reconciliation Directorate, Fisheries and Harbour Management Sector, DFO. Tel: 613-993-3096, Fax: 613-993-7651, e-mail/courriel: Kevin.Fram@dfo-mpo.gc.ca, or Christina King, Program Management Advisor. Tel: 613-762-2899, e-mail/courriel: Christina.King@dfo-mpo.gc.ca
203. June 2018. **Office of the Executive Director, Canadian Association of Professional Employees.** Provided organization and classification services and advice creating a new position of Legal Counsel (or Association Legal Counsel - final title to be determined), and a draft classification rationale for same, and revised the existing position of Director Professional Services, and comments on the mandate of the position as well as peer positions and reporting positions, prepared a draft of a job description for an Executive Director Operations and an associated draft classification rationale and a revised job description and classification rationale for the Legal Counsel. Reference; Claude Vezina,

Executive Director, ACEP-CAPE. Tel: 613-236-9181, x244. E-mail/Courriel;
cvezina@acep-cape.ca

202. March 2018-October 2018. **Trade and Export Controls Bureau (TID), Trade Policy and Negotiations, Global Affairs Canada.** Provide organization and classification services to support TID in the strengthening of the export controls regime to permit accession to the international Arms Trade Treaty (ATT) through providing classification expertise in the development of a new export controls organization comprising two functional divisions (including organizational and classification structures); a review of existing job descriptions across the Bureau to harmonize/standardize them based on the Department's generic job description methodology; and, based on these harmonized job descriptions, the creation (including classification rationale) of a number of new positions (e.g. a PM-05, CO-03 and CO-02), the amendment of several existing positions, and applicable staffing action. Reference: Jocelyn Kinnear, Director Export Controls Policy, TID. Tel: 343-203-4201, e-mail/courriel: Jocelyn.Kinnear@international.gc.ca
201. March 2018. **Office of the Executive Director, Canadian Association of Professional Employees.** Provided organization and classification services and advice in creating a new job description for a Labour Relations Assistant (Co-op Assignment) (LRA Co-op), a draft classification rationale and a poster for the LRA Coop Assignment. Reference; Claude Vezina, Executive Director, ACEP-CAPE. Tel: 613-236-9181, x244. E-mail/Courriel; cvezina@acep-cape.ca
200. January 2018 - March 2018. **Workplace and Workforce Services Directorate, Canadian Transportation Agency.** Provided writing and org design advisory services to develop a new EX-04 position, including arguments the job description, rationale, and crosswalk for the Treasury Board Submission justifying the creation of the position. Reference: Nadine Brisson, Manager, WWSD, Workplace and Workforce Services Directorate, Internal Services Branch, CTA. Tel: 819-953-9823; fax: 819-953-9842, E-mail/courriel: nadine.brisson@cta-otc.gc.ca
199. December 2017- March 2018. **Office of the President, Canadian Association of Professional Employees.** Provided organization and classification advice on the classification standard and its application, on the modifications of the content of the Director of Professional Services, on the creation of a new EA to the President, and on a proposed training program for CAPE employees on the classification standard. Reference; Claude Vezina, Director of Professional Services, ACEP-CAPE. Tel: 613-2369181, x244. E-mail/Courriel; cvezina@acep-cape.ca
198. December 2017- March 2018. **Indigenous Affairs Reconciliation Directorate, Strategic Policy Sector, DFO.** Provided operational staffing services for the staffing of a pool of EC-07 positions. Reference: Robert Lamirande, Director General, Indigenous Affairs and Reconciliation Directorate, Strategic Policy Sector, DFO. Tel: 613-991-6979, Fax: 613-990-4111, e-mail/courriel: Robert.lamirande@dfo-mpo.gc.ca, or Christina King, Program Management Advisor. Tel: 613-762-2899, e-mail/courriel: Christina.King@dfo-mpo.gc.ca.
197. December 2017- March 2018. **Office of the Director General Integrated Business Management, Canadian Coast Guard, DFO.** Provided organization design and development services to the Coast Guard for the creation of a new Training and Development Directorate, including developing an initial design bringing all elements into one organization, then developing a set of three options with different profiles for consideration. Reference: Cathy Salter, A/Director General, Integrated Business

Management Services Canadian Coast Guard. Tel: 613-998-1440, E-mail-Courriel: Cathy.salter@dfo-mpo.gc.ca

196. November 2017- January 2018. **Indigenous Affairs Reconciliation Directorate, Strategic Policy Sector, DFO.** Provided operational staffing services for the staffing of a pool of EC-05 and EC-06 positions. Reference: Gorazd Ruseski, Director, Treaty Policy and Negotiations Tel: 613-949-7518, e-mail/courriel: Gorazd.Ruseski@dfo-mpo.gc.ca, or Christina King, Program Management Advisor. Tel: 613-762-2899, e-mail/courriel: Christina.King@dfo-mpo.gc.ca .
195. September 2017. **Office of the President, Canadian Association of Professional Employees.** Provided advice on the content and level of the job description for the financial officer of CAPE. Reference: Emmanuelle Tremblay, President/Présidente, ACEP-CAPE. Tel : W: (613) 236-9181 (1-800) 265-9181; Fax: (613) 236-6017, E-Mail/Courriel : etremblay@acep-cape.ca
194. August 2017-March 2018. **Office of the Director General, Oceans Management Directorate, ACS DFO.** Provide organization design advice on the development of national organizational structures and national work descriptions (NHQ model and Regional model) in response to an internal audit report on competencies, and group allocation of positions, as well as provide additional support for HR activities (e.g. staffing, reclassification) as required after the assessment and implementation of the national organizational structures, occupational group allocation, issues in considering organization design and development, and in considering job design, including job validation reviews (on-sites). Draft a set of standardized job descriptions and associated rationales for application in Oceans Management regional organizations. Reference: Gwendoline Malo, Manager, Program Management, Oceans Management, DFO. Tel: 613-415-8033, Email : Gwendoline.Malo@dfo-mpo.gc.ca
193. **April - May 2017. Office of the DG, Aboriginal Affairs Directorate, Ecosystems and Fisheries Management Sector DFO.** Provide organization design and development services, to prepare the business case for the Treasury Board approval of the reorganization of the Aboriginal Affairs Directorate as the Indigenous Affairs and Reconciliation Directorate, Strategic Policy Sector. Reference Robert Lamirande, Director General, Indigenous Affairs and Reconciliation Directorate, Strategic Policy Sector, DFO. Tel: Tel: 613-991-6979, Fax: 613-990-4111, e-mail/courriel: Robert.lamirande@dfo-mpo.gc.ca , or Christina King, Program Management Advisor. Tel: 613-762-2899, e-mail/courriel: Christina.King@dfo-mpo.gc.ca.
192. **March 2017. Office of the Director General, Integrated Business Management Services, Canadian Coast Guard, DFO.** Prepare an evaluation (classification rationale) for a proposed standardized EX-01 job description for a Regional Director, Integrated Business Management Services, Canadian Coast Guard to be applied to three positions. Reference: Julie Kerr, Executive Assistant IBMS, CCG. Tel: 613-998-1439, e-mail/courriel: julie.kerr@dfo-mpo.gc.ca
191. February-June 2017. **Office of the Secretary, International Joint Commission-Canadian Section.** Provide organization and classification services to resolve issues relating to the classification of the position of EA, Head Administrative Team (proposed AS-05). Carry out a job-validation (on-site) interview, prepare an updated job description and draft rationale for discussion, produce final texts and convene an evaluation committee chaired by an accredited classification specialist, and provide a signed classification committee report for the use of management. Reference: Camille Mageau, Secretary,

International Joint Commission – Canadian Section. Tel: 613-943-6366, Fax: 613-993-5583, E-mail/courriel: mageauc@ottawa.ijc.org

190. January-February 2017. **Regional Financial Advisory Services, Budget Planning and Financial Management, Office of the Chief Financial Officer, DFO.** Provide O&C advice on the application of the 2016 update to the FI Evaluation (Classification) Standard to financial management positions; Provide advice on issues and concerns regarding considerations and concerns of management or the OCCoE with respect to the wording of the content of job descriptions; Provide oral and written advice as required on issues of job and/or organization structure design and their implications for the rating of positions.(including the drafting of RFAS FI-04, FI-03, FI-02, and FI-01 job descriptions and rationales; and FM variants job descriptions for same) Reference: Carl Boisvert, Director, Regional Financial advisory Services, BPFM, OCFO. Tel: 613-617-4276; e-mail/courriel: Carl.Boisvert@dfo-mpo.gc.ca
189. **January 2017-January 2018. Human Resources Client Services, Human Resources and Administration Division, Corporate Services Branch, Infrastructure Canada (INFC).** Provide O&C advisory services on the allocation of work to occupational groups, the use of unique and standardized job descriptions, and provided job-validation (on-site or desk audit) reviews, and writing services in the updating or creation of EX job descriptions (1 EX-05, 2 EX-04, 2 EX-03, one EX-01) and other non-EX job descriptions, and rationales (3EC, 4 AS, 1 PM) for some, advice on allocation. Reference: Arash Hashemi, then A/DG Human Resources (substantive, Manager Client Services), now (Dec 2018) Director Human Capital Strategies, Human Resources Directorate, Public Prosecution Service of Canada. Alternate Telephone: 613-946-7921; e-mail/courriel: Arash.Hashemi@ppsc-sppc.gc.ca
188. 20 January- 31 March 2017. **Treaties and Fisheries (Asek/Stikine/Taku Rivers), Yukon/Transboundary Rivers Area, Pacific Region, DFO.** Provide O&C advice and writing services to address allocation and classification issues with pre-2014 and post 2014 job descriptions for Fishery Manager positions including an analysis following TBS Guidelines on group allocation, developing new job descriptions for each of the pre and post 2014 periods and associated draft classification rationales for sensitivity analysis purposes, discussing with the manager, and making revisions as agreed. Reference: Steve Smith, Manager Treaties and Fisheries (Asek/Stiine/Taku Rivers), YTRA, Telephone: 867-393-6724; e-mail/courriel: Steve.Smith2@dfo-mpo.gc.ca
187. **21 December 2016-January 31, 2017. Office of the Director, Oceans and Salmonid Enhancement Program, Ecosystems Management Branch, Pacific Region, DFO.** Provided organization design and development as well as classification advice in designing and developing an organization structure for the expanding Pacific Region Oceans Program including options for an organization chart, and BI/PC/PM job descriptions that would meet the requirements for 30 positions (excluding SEP; more than 100 including SEP). DFO. Reference: Diana M. Trager, Director, OSEP. Téléphone: (604) 666-1079; E-mail/courriel: Diana.Trager@dfo-mpo.gc.ca
186. December 2016-February 2017 **Licensing and Planning, Ecosystems and Fisheries Management, DFO.** Provide O&C advice and writing services on the application of the TBS March 16, 2016 Information Bulletin on the allocation of positions to the EC Group. Carry out an analysis of an EC-07 and three EC-06 job descriptions to determine if they are carrying out work and are appropriately written for allocation to the EC group, identify and carry out editorial changes to the job descriptions to affirm allocation to the EC Group, and identify and implement changes required to the SOMC's to render them compliant with allocation to the EC Group. Reference Sara Kuiack, Senior Policy Advisor L&P, replaced

by Catherine Binder, Senior Policy Advisor, Priorities and Planning, Strategic Policy Directorate, Strategic Policy Sector. Téléphone: 613-949-8601, e-mail/courriel: Catherine.Binder@dfm-mpo.gc.ca

185. November-December 2016. **Business and Client Services, Oceans and Salmonid Enhancement Program (SEP), Ecosystem Management Branch, Pacific Region, DFO.** Provide O&C advice and writing services to edit and incorporate appropriate content into the draft GT-05 WEM Job Description based on feedback from the Manager to address missing content with respect to requirements of the Pacific Aquaculture Regulations and the Aquaculture Activities Regulations that must be addressed by the WEM; and based on the offer of the OCCoE on November 16 to review the draft WEM Job Description to see if the changes to address the AAR and PAR warranted a review of the classification of the position, a set of notations were developed that could be used by the client to highlight for the OCCoE key changes that should be considered in the review of the job description. Reference: Roy Neighbor, Manager, Business and Client Services, ORDG, Pacific. Tel: 604-992-1441; e-mail/courriel: Roy.Neighbor@dfm-mpo.gc.ca
184. November-December 2016. **Office of the Senior Advisor to the Associate RDG, Office of the Director General, Pacific Region, DFO.** Provide O&C advice and writing services to review existing documentation on RPSS, identify and discuss possible changes, draft a new (proposed AS-06) RPSS IBM job description using the SCH IPPA as base, and draft job evaluation rationale for sensitivity analysis. Reference: Maureen Braam, Senior Advisor to the Associate RDG, Pacific Region. Tel.: 604-666-7980; e-mail/courriel: Maureen.braam@dfm-mpo.gc.ca
183. November 2016-March 2017. **SEP Enhancement Operations, Oceans and Salmonid Enhancement Program (SEP), Ecosystem Management Branch, Pacific Region, DFO.** Provide O&C advice and writing services to review and update the existing SEP GT-04, GT-03, GT-02 (which dated from the 1990's), and the proposed GT-05 WEM, carrying out analyses, developing functional arrays to identify significant differences between levels, and prepared updated work descriptions with rationales for sensitivity analysis, new titles for all levels; prepared comments for the OCCoE on the WEM and on the other levels, responses on responsibilities and accountabilities by level, analysis of what constitutes "minimum" level of qualifications at TBS and in the GT Standard, and carried out edits to respond to issues raised by the OCCoE. Reference: Jeff Jung, Regional Manager, Enhancement Operations, SEP. Tel: 604-666-2948; e-mail/courriel: Jeff.Jung@dfm-mpo.gc.ca
182. October 2016 – February 2017. **Office of the Director General, Pacific Region, DFO.** Provide O&C advice and writing services to develop a new (proposed AS-06) Area IBM for the Areas of the Pacific Region including review of documentation, development of a questionnaire for incumbents to complete and conference call with incumbents; prepare a draft Area IBM job description and draft evaluation rationale for sensitivity analysis for review by management and the incumbents, carried out a review of WD review committee suggested changes for Area and Sector IBMs for potential impact on JD's and carried out a plain language edit. Reference: Maureen Braam, Senior Advisor to the Associate RDG, Pacific Region. Tel.: 604-666-7980; e-mail/courriel: Maureen.braam@dfm-mpo.gc.ca
181. October-November 2016. **Business and Client Services, Office of the Regional Director General, Pacific Region, DFO.** Provide O&C advice and writing services to create a generic (standardized) Integrated Business Manager for each of the Sectors (proposed AS-06) in the Pacific Region, i.e. a Sector IBM. Carry out document review, obtain answers to questions and develop an updated Sector IBM and classification rationale for sensitivity

analysis purposes, and for review in light of the proposed Area IBM's (AS-06) to be developed for the Region. Reference: Roy Neighbor, Manager, Business and Client Services, ORDG, Pacific. Tel: 604-992-1441; e-mail/courriel: Roy.Neighbor@dfo-mpo.gc.ca

180. 5 February- 30 Aug 2016. **Knowledge and Information Management Directorate (DKIM), DGEAS, ADM(IM), DND.** Reviewed existing work descriptions and related documentation such as the IM policies and guidelines of TBS and DND and organization charts, providing options on streams, and in consultation with the Director and other IM specialists recommended appropriate changes and developed unique and collective (standardized) work descriptions and draft job evaluation (classification) rationales for sensitivity purposes for positions at the AS-07, AS-06, AS-05, and AS-04 levels, using the DCCO Guide to Work Description Writing and advice from the DCCO. Provided advice on compliance with the TBS Policy and Directive on Classification, obtained feedback on first drafts from the Director and from the DCCO, and prepared second drafts to reflect this feedback including switching from unique to collective work descriptions or the reverse. Reference: Vicki Kohse, Director DKIM, DGEAS, ADM(IM), DND. Tel: 613-996-3718, E-mail/Courriel: Vicki.Kohse@forces.gc.ca
179. 30 March-29 July 2016. **Demand Policy and Analysis Division (DPAD), part of the Office of Energy Efficiency (OEE), Energy Sector, Natural Resources Canada (NRCan).** Conducted meetings with Chiefs, Senior Chiefs and the Senior Director to clearly define the activities and responsibilities of each position; carried out job-validation interviews (aka, desk audits), reviewed and evaluated current work descriptions for allocation and level; recommend changes for alignment with TBS Interpretation of EC Group Definition; developed and updated generic and specific work descriptions at the EC-08, EC-07, EC-6, EC-04 and PM-03 groups and levels; and developed the BBWD Selection Grid for each for completion by the managers. Reference: Laura Oleson, Senior Director DPAD. Tel: 343-292-6312, e-mail: laura.oleson@canada.ca, or Jennifer Delorme, Manager Administrative Services Tel: 343-292-6308, e-mail: jennifer.delorme@canada.ca
178. **2 November 2015-31 March 2017. Integrated Commercial Fisheries Initiatives (ICFI) Branch, Aboriginal Affairs (AA) Directorate, Ecosystems and Fisheries Management Sector (EFM), National Capital Region (NCR) Headquarters Office, Department of Fisheries and Oceans Canada.** Provide organization and classification and operational staffing services to the Aboriginal Affairs Directorate and advice to its DG and senior management, including an organizational design and development analysis of the Directorate examining the existing positions, competencies, and business and administrative processes, proposing changes to the organizational structure, job descriptions and business/administrative processes, drafting new or revised EX job descriptions and draft classification rational for sensitivity analysis for the EX-03 DG AA, and proposed EX-02 SD TPN, as well as new or revised job descriptions and draft classification rationales for a proposed CO-03 and PM-05, as well as operational staffing documentation (statements of merit criteria, candidate assessments and candidate assessment tools (rating guides, interview guides, and reference check guides, selection committee reports), non-advertised appointment rationales, candidate evaluations, justification for appointments, as required for the staffing of the CO and PM positions once classification has been completed. Priorities changed owing to the new direction of the Government, and a new organization structure developed following approval of new direction by DFO in Indigenous affairs. Prepared, two candidate evaluations, and justifications for acting appointments over 12 months for staffing two CO-03 positions for continuation of operations pending formal implementation of reorganization. Reference: Robert Lamirande, DG Aboriginal Affairs, Tel: 613-991-6979, Fax: 613-993-7651, e-mail/courriel: Robert.lamirande@dfo-mpo.gc.ca,

or Christina King, Program Management Advisor ICFI . Tel: 613-998-9128, e-mail/courriel: Christina.King@dfo-mpo.gc.ca. Value of Contract : \$36,400.00+hst

177. 13 August 2014-30 September 2015. **Integrated Commercial Fisheries Initiatives (ICFI) Branch, Aboriginal Affairs (AA) Directorate, Ecosystems and Fisheries Management Sector (EFM), National Capital Region (NCR) Headquarters Office, Department of Fisheries and Oceans Canada.** Provide technical advice and support in the handling of two staffing actions (for a CO-02 and a PM-02) to be undertaken by ICFI including developing staffing documentation and candidate assessment tools for the Department's use in these staffing actions, and participate in the screening in and assessment of applicants. Reference: Kevin Fram, Director ICFI, or Christina King, Project Officer AICFI. Tel: 613-998-9128, e-mail/courriel: Kevin.Fram@dfo-mpo.gc.ca, OR Christina.King@dfo-mpo.gc.ca. Value of Contract : \$24,577.50 (hst included)
176. 17 July- 17 September 2015. **Materiel and Procurement Services, Financial and Materiel Management Operations, Office of the Chief Financial Officer, Department of Fisheries and Oceans Canada.** Review background material on the organization and direct reports for the new National Materiel Management organization, consulting the manager and staff as required, prepare a new work description, draft classification rationale (for sensitivity analysis), advice on the classification process, and statement of merit criteria for the proposed PG-06 position of National Manager, Corporate Material and Asset Management . Reference: Alain Lagacé, A/Director, Materiel and Procurement Services. Tel: 613-993-5165; e-mail/courriel: Alain.Lagace@dfo-mpo.gc.ca. Value of contract : \$3,000 +hst.
175. March- September, 2015. **Canadian Association of Professional Employees (CAPE).** Provide advice on the development and application of the 2010 CAPE Classification Standard, and prepared related presentation materials; provided advice on the rating of CAPE job descriptions, drafted or revised potential job descriptions, prepared classification rationales as required and provided a minor amendment to the CAPE Classification Standard. **Reference:** Isabelle Borré, Acting Manager of Administration, Finance and Procurement. Tel: (613) 236-9181, Ext 240 ; Fax: (613)236-6017 ; E-mail/courriel: iborre@acep-cape.ca
174. **1 October 2014- 6 February 2015, Research Grants and Scholarships Directorate, Natural Sciences and Engineering Research Council.** Provided organization design and development, and classification services to carry out an organizational analysis of the RGS business and major areas of accountability and activity in order to propose modifications for an optimal organizational structure that would allow RGS to deliver its program over the long term, while recognizing the degree of change anticipated during the next three years. This included identifying the required activities and competencies to deliver the programs; advice to the RGS Vice President and senior management on the application of the Hay Plan; carried out job-validation interviews (aka, desk audits) on the roles and responsibilities assigned and necessary for sound governance to deliver the activities; possible modifications to existing job profiles or suggestions of new job profiles; logical grouping for accountabilities and tasks into standardized roles; the estimated workload associated with the activities; the type and number of positions and competencies required to deliver the activities; and possible modifications to the existing organizational structure and submitting reports and PowerPoint presentations to the RGS Management Committee on 1) The results of consultations with all RGS staff, 2) The results of an analysis of existing job profiles; 3) Possible Organization Design Options for RGS; 4) a Final Report on Organization Design, and 5) twelve significantly revised generic NSERC Hay Plan job profiles for RGS application including two proposed EX-02 positions. References: Norman

Marcotte, Director Innovative Collaborations, Science Promotion and Program Operations Division. Tel: (613)996-2832, e-mail/courriel: norman.marcotte@neserc-crsng.gc.ca

173. 29 July -30 Nov. 2014. **National Joint Council**. Carry out an organization analysis of the NJC organization to clarify the accuracy of existing work descriptions and the structure of the organization. Tasks included review of historical material on the development of the NJC Secretariat and its positions, a review of the existing work descriptions, job-validation interviews (aka, desk audits) with each of the six NJC staff; the development of an organizational analysis of issues identified and options for a restructuring of the NJC Secretariat and existing work descriptions including providing advice to the Secretary to the NJC on the classification process and issues of group allocation and the applicability of the TBS PE Generics, confirmed the accuracy of a CR work description and produced a report on the desk audits with recommendations for corrections. Further, developed new and revised PE, AS, and CS work descriptions and proposed classification rationales for the NJC Secretariat positions. References: Debbie Cooper, General Secretary to the NJC, . Tel: (613) 990-1807 ; Fax: (613) 9909-7i071; E-mail/courriel: deborah.cooper@nmc-cnm.gc.ca, or Roxanne Lépine, Secretary to the NJC and Manager NJC Operations, Tel.: 613-990-1806; Fax: 613-990-7071; E-mail/courriel: Roxanne.Lepine@njc-cnm.gc.ca.
172. 9 Sept.-30 Sept. 2014. **Canadian Association of Professional Employees (CAPE)**. Prepare revised or new work descriptions for four positions, provide job evaluation and classification rationales for the four using the 2010 CAPE Classification Standard, and provide a minor amendment to the CAPE Classification Standard. **Reference:** Jean Ouellette, Executive Director- Operations. Tel: (613) 236-9181 ; Fax: (613)236-6017 ; E-mail/courriel: jouellette@acep-cape.ca
171. 18 Aug- 30 Sept. 2014. **Operations, First Nations and Inuit Health Branch, Atlantic Region, Health Canada**. Carry out an organizational analysis to provide analysis, options and advice to FNIHB Atlantic senior management on the appropriate level and focus of administrative staff supporting regional operations, including all administrative staff in program support and administrative capacities in the CR and AS classification as part of the implementation of the FNIHB Atlantic Transition Plan. **References:** Frank Fleet, Director of Operations. Tel 902-426-1442; Fax : 902-426-8675; e-mail/courriel: frank.fleet@hc-sc.gc.ca
170. 29 Jan - 3 July 2014. **Security Operations Division, Security and Intelligence Secretariat, Privy Council Office**. Carry out organization design and development work in support of organizational transition to improve efficiency and effectiveness. Tasks included: providing advice on the classification process to the DG and SecOps senior management, preparing a work plan, and conducting a 2-phased organizational analysis including carrying out job-validation interviews with all SecOps employees, to review position work descriptions and develop a set of AS-01 to AS-07 security work stream generics and several unique AS and EC work descriptions,, prepared draft classification rationales, 3 merit criteria documents for positions highest priority for staffing, and developed a Security Professional Work Stream “development program” guide for consideration by the Departmental Security Officer community of the Public Service. References: Jean-Philippe Caron, Executive Director SecOps (now GM at Canada Post); Iwan Chan, Acting Executive Director, Security Operations, PCO. Tel: 613-957-5345, e-mail/courriel: Iwan.Chan@pco-bcp.gc.ca or Connie Delisle, Acting Director, Security Management and Development, 613-301-2691; e-mail/courriel: Connie.Delisle@pco-bcp.gc.ca
- 169 26 May-30 June 2014. **Human Resources Directorate, Canadian Transportation Agency**. The Canadian Transportation Agency had a requirement to create a new EX-02

- one work description that will combine the functions of communications and IMJIT together with the Business Transformation as requested by the Chair of the CTA. Prepared a draft proposed EX-02 work description and classification rationale for the position of Director General, Communications and Information Branch (DG CIMB), prepared a revised work description and rationale incorporating changes requested by the Chair. References: David C Roberts, Director Human Resources Directorate, Tel: 819-953-9833; Fax: 819-953-9842; e-mail/courriel: David.Roberts@otc-cta.gc.ca
- 168 8-31 May 2014. **Office of the Regional Director Fisheries Management, Central and Arctic Region, Fisheries and Oceans Canada.** Provide advice and documentation to create a work description which can be used to create a new position of integrated business manager for classification under the AS Classification Standard, for the Fisheries Management Sector in the Central and Arctic Region within the context of national regional DFO approved organization charts, and classification guidelines within those organizational context. Prepare the work description for possible application to two sector RD offices in C&A as well as a classification rationale for sensitivity analysis purposes; provide advice on the classification process and tools. Reference: Scott Gilbert, A/RD FM, Tel: 204-984-8230, Fax: 204-984-2401, e-mail/courriel: scott.gilbert@dfo-mpo.gc.ca, or Val Buhr A/Integrated Business Manager, C&A, Tel: 204-983-5117, Fax: 204-984-2401, e-mail/courriel: Val.Buhr@dfo-mpo.gc.ca
167. **27 February – 30 April 2014, Canadian Transport Agency, Communications Directorate.** Provided organization design and classification services including organizational analysis and classification consulting and advice with respect to the creation of a new position of Director Communications and Transformation as a proposed EX-02 adding a corporate transformation function to the existing communications function for consideration of the CEO and Chair CTA, and the creation of a new position of Manager, Business Process and Services Transformation Optimization as a proposed EC-07, written and oral advice to the Director Communication for the consideration of the CEO and Chair CTA, and a proposed EX -02 work description and classification rationale for the creation of the Director Communications and Transformation, and a proposed EC-07 work description and classification rationale for the position of Manager BPST Optimization. Reference: Jacqueline Bannister, then, Director of Communications, now Chief Corporate Officer. Tel: 819-953-7666, Fax: 819-953-8353, E-mail/Courriel: jacqueline.bannister@otc-cta.gc.ca
166. 24 April 2014- 31 March 2019. **Canadian Tourism Commission/d.b.a. Destination Canada, Human Resources.** Provide Job Evaluation and Classification Services for the initial period of April 2014 to April 2017, including amending and creating new work descriptions for unionized positions using the Federal Public Service Classification Standards, and for non-unionized positions using the CTC pay management system, evaluate and classify new and amended thirty-seven (37) work descriptions in accord with the appropriate Standards (AS, ES/EC, CO, IS, CTC (EX and LP equivalents), allocate proposed positions to the appropriate occupational group with supporting documentation to support the allocation, and consequently the choice of Classification Standard to be applied, provide advice and recommendations on reclassification of positions, in accord with the Standards, implement approved changes in accord with the Standards, provide a rationale to support the classification of positions in accord with the Standards to withstand any grievances. Reference: Jean-Sebastien Lesage, Executive Director, Human Resources Canadian Tourism Commission Tel: 604 638 8310, Fax: 604-638-8421, e-mail/courriel: lesage.js@destinationcanada.com

165. 4 February 2014 – 31 March 2014. **Office of the Regional Director General Pacific Region, Fisheries and Oceans Canada**. Prepare an update to the EX-03 work description and classification rationale for the position of Regional Director Science, Pacific Region in accord with the TBS Executive Group Position Evaluation Plan (EGPEP- Hay Plan) requirements for work description writing and evaluation. Reference: Susan Farlinger, RDG Pacific, Tel: 604-666-6098, e-mail/courriel: susan.farlinger@dfm-mpo.gc.ca . . Value of contract: \$2,570.75 plus gst
164. 16 December 2013-3 January 2014 **Canadian Section- International Joint Commission**. Carried out a review with management of an existing LA-2B work description and provided advice on and prepared a work description for converting the former LA-2B to an LP-02 as the equivalent of an LA-2A, and prepared the classification rationale for the new LP format work description for Treasury Board applying the LP Classification Standard, as well as a rationale for the new work description applying the 1987 LA Classification Standard. Reference: Camille Mageau, Secretary, International Joint Commission – Canadian Section. Tel: 613-943-6366, Fax: 613-993-5583, E-mail/courriel: mageauc@ottawa.ijc.org. Value of contract: \$1,625.00 plus hst.
163. 11 December 2013-31 March 2014 **Conservation and Protection Branch, Ecosystems and Fisheries Management Sector, Fisheries and Oceans Canada** Revise two EX-01 work descriptions, and classification rationales for the Director Enforcement, and the Director Program Support and Development , which have been affected by organizational, legislative and regulatory change and by a new approach to program delivery in accord with the TBS Executive Group Position Evaluation Plan (EGPEP- Hay Plan) requirements for work description writing and evaluation. Reference: Pierre Lemieux (retired 28 March 2014, replaced by Richard Vermette Director Program Support and Development, Tel: 613 991-1776, Fax: 613-993-7493, e-mail/courriel: richard.vermette@dfm-mpo.gc.ca. Value of contract: \$4875.00 plus hst.
162. 23 September 2013-31 March 2014 **Risk Management Bureau, Consumer Product Safety Directorate, Healthy Environments and Consumer Safety Branch, Health Canada**. "Risk Management Bureau Organizational Structure Review": Engaged to Provide organizational development services to assess the existing structure of the RMB, give advice to management on how to improve the Bureau's overall performance as a regulator, and help it establish performance management tools. This work involved : a) assessing change readiness via interviews of and consultations with key staff, b) providing a prioritized listing of operational program delivery inputs and outputs; c) preparing a detailed scope of RMB activities to understand previous change initiatives (identification of what worked, what did not work, gaps that need to be filled); d) mapping out a change process, pinpointing key areas in which employees are likely to be affected from new performance management system to a reorganization of teams; and e) making presentations to and providing advice to management. Reference: James Van Loon, Director, Risk Management Bureau. Tel: 613-960-1351, Fax: 613-952-2551, E-mail/courriel: James.VanLoon@hc-sc.gc.ca. Value of contract: \$19,000.00 plus hst.
161. August 1 to November 30, 2013. **Office of the ADM, Governance Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat**. Update by writing or revising up to fifteen (15) Governance Planning and Policy Sector's outdated work descriptions (principally AS Group) based on review of existing work descriptions and interviews with managers and desk audits with incumbents as required, to reflect the current Governance Planning and Policy Sector's organization structures in accord with the Treasury Board Secretariat & Canadian Federal Government classification standards and the Treasury Board Guidelines on work description writing, ensuring to the

extent possible that the job descriptions retain their current group and levels. Under SIM this included AS-05, 04 and 03s; under the OLCE this included AS-07, 06, and 05 wds). Reference: Ross MacLeod, ADM GPPS. Tel: 613-952-1173, Fax: 613-941-9450. E-mail/courriel: ross.macleod@tbs-sct.gc.ca, or Fiona Long, Senior Advisor to the ADM GPPS. Tel: 613-952-3055, Fax: 613-941-9450. E-mail/courriel: Fiona.Long@tbs-sct.gc.ca

160. August 1 to October 23, 2013. **Human Resources Branch, Corporate Services Sector, Statistics Canada.** Provided organization design and development services to develop options for a proposed restructuring of the HR Branch (400 positions) as the basis for the redesign of the EX positions of the Branch, based on consideration of similar organizations within the Public Service and on consideration of national statistical organizations of other countries; on resources currently allocated to the Branch; and in keeping with the business lines of the Agency and the service delivery commitments of the HR Branch. The proposed options were to be accompanied by strengths and weaknesses of each. Then, in consultation with the Director General and Directors, developed a one day change management session for the HR Branch's full management team to consider the options proposed, identify strengths and weaknesses, and preferred options to be developed for consideration by the Assistant Chief Statistician Corporate Services and the senior management of Statistics Canada. Prepared a final report identifying the background, options developed, strengths and weaknesses identified by the HRB Management Team, and recommend two options for future consideration by HRB management. Reference: Deirdre Keane, Director General, Human Resources Branch. Tel: 613-951-9955, e-mail/courriel: Deirdre.Keane@statcan.gc.ca
159. 27 May 2013 to July 31, 2013. **Transportation of Dangerous Goods Secretariat, Transport Canada.** Provide organization design and development, and classification services and advice on the classification process to establish the new positions of the new Transportation of Goods Secretariat including the development of a functional organization chart and writing of work descriptions (and draft classification rationales) for five proposed EC and AS positions based on reviews of old work descriptions and interviews with management on expectations and review and update for changes in context and other changes deemed necessary by management of two additional work descriptions. Reference: Julie Comeau, Departmental Representative, Tel: 613-991-5927, Email | Courriel : julie.comeau@tc.gc.ca
158. 7 May 2013- 30 November 2013. **Library of Parliament** Provide job analysis and job description writing and advisory services using the LOP Hay Plan Classification Standard, on an as needed basis and classification rationales under a separate contract: job descriptions (and classification rationale for the DG position) have been developed for **the Integrated Client Outreach and Digital Access (ICODA) Secretariat**, for the Information Technology Division.. Reference: Marie Lynne Aubé, tel: 613-668-0167, e-mail/courriel: marielynne.aube@parl.gc.ca
157. 20 April 2013-31 March 2014. **Atlantic Integrated Commercial Fisheries Initiative, Aboriginal Programs and Governance Directorate, Ecosystems and Fisheries Management Sector, Department of Fisheries and Oceans Canada.** Provide organization and classification services to address questions and concerns of the OCCOE on the proposed PM-02 and CO-02 work descriptions, draft a new PM-04 work description to replace the existing PM-04 work description and produce an update to the EX-01 work description. Consult with the OCCOE on their suggestions and questions and provide advice to the OCCOE on how their questions/concerns were addressed. Consult with the Director Executive Resourcing and Talent Management on the need for and limits to the revision of the EX-01, provide a functional organization chart and counsel and editorial

- support in the preparation of the organizational rationale to be submitted by the Director to obtain the classification and staffing of the positions for which the new work descriptions have been prepared. Provide classification advice as required. Reference: Kevin Fram, Director AICFI, or Christina King, Project Officer AICFI. Tel: 613-998-9128, e-mail/courriel: Kevin.Fram@dfo-mpo.gc.ca, OR Christina.King@dfo-mpo.gc.ca. Value of Contract : \$6,610.50 (hst included)
156. 08 March-30 April 2013. **Communications Branch, Canadian International Development Agency.** Prepare and advise on a functional organization of the Communications Branch, and prepare revisions of or new work descriptions for four Executive Group (EX) Positions of the Communications Branch, and minor revisions to a fifth EX positions as well as EGPEP (Hay Plan) Evaluation Rationales for each of the four substantially revised or new work descriptions. Reference: André Frenette, Director General Communications, CIDA. Tel. 819-953-9574, Fax : 819-997-6088 ; E-mail/courriel: andre.frenette@acdi-cida.gc.ca (now part of Value of contract : \$11,384.75 (incl hst)
155. 20 February – 21 March 2013. **Access to Information and Privacy Office, Ministerial Services, Strategic Communications and Ministerial Affairs, Treasury Board of Canada Secretariat (TBS).** Carry out an Organizational Review of the Access to Information and Privacy Office of TBS, including a review of background documents, the conduct of interviews with the Senior Director and Director, the preparation of report to solicit feedback, the discussion of and incorporation of modifications agreed to, and the production of a final report. Reference: Denise Brennan, Director ATIP, SCMA, TBS, Tel.: 613 957-7154, Fax: 613 946-6256, e-mail/courriel: Denise.Brennan@tbs-sct.gc.ca Value of Contract: \$4,746.00 (hst included)
154. 10 December 2012-18 January 2013. **Atlantic Integrated Commercial Fisheries Initiative, Aboriginal Programs and Governance Directorate, Ecosystems and Fisheries Management Sector, Department of Fisheries and Oceans Canada.** Provided advice to the Director AICFI on the classification processes, and conduct a functional organizational analysis including interviews with the Director AICFI and other staff as required, including desk audits of two positions, collecting and reviewing background information, as necessary for defining the requirements for each position within AICFI, producing an organizational rationale for AICFI defining the adequacy of existing positions and recommendations for change as required; revise the work description for an existing CO-01 for a possible reclassification to a CO-02 with a draft classification rationale understanding the possible rating of the position; prepare a new work description for a possible PM-02 with a draft classification rationale understanding the possible rating of the position. Reference: Kevin Fram, Director AICFI, or Christina King, Project Officer AICFI. Tel: 613-998-9128, e-mail/courriel: Kevin.Fram@dfo-mpo.gc.ca, OR Christina.King@dfo-mpo.gc.ca. Value of Contract : \$6,610.50 (hst included)
153. 3 October-30 November 2012. **Mental Health Branch, Health Services Sector, Correctional Service Canada.** Develop and complete two (2) new National Generic Work Descriptions for the Mental Health Branch for the following classifications: Manager Community Mental Health (AS-07); Manager Institutional Mental Health (PS-05) to ensure clarity of roles and responsibilities within the scope of work. Reviewing, evaluating current and proposed work descriptions and recommending appropriate changes; developing and updating generic and specific work descriptions, and delineating responsibilities within streams of work. Providing advice as required on the classification process and developing related reports as required all in consultation with the project team. Reference: Dominique Gervais, Project Officer. Tel: 613-992-8803, e-mail/courriel: Dominique.Gervais@CSC-SCC.GC.CA . Value of Contract : \$5,424.00 (hst included)

152. July-September 2012. **Communications Branch, Canadian International Development Agency.** Meet with the DG Communications, review background material, and prepare a work description for an EX position, Director, Public Engagement, Communications Branch and likely classification rating. Reference: André Frenette, Director General Communications, CIDA. Tel. 819-953-9574, Fax : 819-997-6088 ; E-mail/courriel: andre.frenette@acdi-cida.gc.ca Value of contract : \$2,570.75 (incl hst)
151. June-July 2012. **Office of the Director General, Ecosystems Management Directorate, Ecosystems and Fisheries Management Sector, Department of Fisheries and Oceans.** Provide advice to the Director General on the classification process and prepare necessary documentation to substantiate the basis for a reclassification of a BI-03 to a BI-04 to resolve three grievances held in abeyance pending management's responding. Reference: Christine Boeyen, Office Manager. Tel:613-991-1287; Fax: 613-993-7493, E-mail/courriel: Christine.Boeyen@dfo-mpo.gc.ca. Value of Contract : \$3,000.00 plus hst
150. June-July 2012. **Regional Oceans Operations, Oceans Directorate, Ecosystems and Fisheries Management Sector, Department of Fisheries and Oceans.** Provide advice to the Director General on the classification process and prepare necessary documentation to substantiate the basis for a reclassification of a PC-03 to a PC-04. Reference: Gail Faulkner, Director, Regional Oceans Operations. Tel:613-993-2401; Fax: 613-990-4810, E-mail/courriel: Gail.Faulkner@dfo-mpo.gc.ca. Value of Contract : \$3,250 plus hst
149. June 2012 **Office of the Senior Assistant Deputy Minister, Ecosystems and Fisheries Management, DFO.** Provide for professional organization and classification expertise in providing advice on the classification considerations of DFO classification authorities (OCCOE) with respect to a possible AS-05 position in the Office of the Senior ADM EFM. Reference: Denise Lapratte, Executive Advisor to the ADM, OSADM EFM. Tel: 613-990-5393, Fax: 613-990-9557; E-mail/courriel: Denise.Lapratte@dfo-mpo.gc.ca. Value : \$2,275.00 plus hst
148. May-July 2012. **Canadian Section- International Joint Commission.** Planned, developed, and managed the delivery of a project to provide organization and classification services and advice on the classification process, for the development and classification of two new work descriptions based on the advice of management, one an Executive Group Position Evaluation Plan (Hay Plan) for a senior science and engineering management position, and a second non-Hay senior advisor on policy, programs and communication, as well as related classification rationales. Reference: Camille Mageau, Secretary, International Joint Commission – Canadian Section. Tel: 613-943-6366, Fax: 613-993-5583, E-mail/courriel: mageauc@ottawa.ijc.org. Value of contract: \$5,850.00 plus hst.
147. May 2012. **Salmonid Enhancement Programs, Habitat & Enhancement, Pacific Region, Department of Fisheries and Oceans.** Provided organization and classification expertise to review a draft proposed work description for the position of Hatchery Manager currently classified at the GT-05 group and level, as well as the existing work description (dating from the 1990's) to determine within the current organizational structure to determine the probable occupational group allocation, and level within that group explaining reasons for group allocation and reasons for the probable level and what deficiencies might exist for attaining a higher level than currently exists. Prepare a report on the analysis and results, and discuss with the client. Reference: Jeff Jung, A/Manager, Enhancement Operations. Tel: 604-666-2948; E-mail/courriel: Jeff.Jung@dfo-mpo.gc.ca Value of contract : \$1,200.00 plus hst

146. April- December 2012. **Express Classification, Central Staffing Unit, Human Resources Directorate, NCR, Aboriginal Affairs and Northern Development Canada.** Provide organization design, development, and classification advice, resolution of group allocation issues, advice to Directors General and to Directors of various organizations on the structuring of new EC staffed organizations, preparation/writing of some fourteen (14) national model and unique work descriptions, and classification rationales for positions at all levels (EC-08 through EC-01) classified using the *Economics and Social Science Services (EC) Classification Standard* to prepare updated model and unique EC work descriptions for post PRAD application for some 900 EC positions in AANDC). Reference: Colin Gascon, then Director, HR Operation and National Initiatives; now Executive Director HR Operational Services Division DFAIT, Tel: 613-996-2889, e-mail/courriel: colin.gascon@international.gc.ca Value of contract: up to \$39,000.00 (not subject to hst)
145. April-June 2012. **Internal Control, Financial and Materiel Management Operations, Office of the Chief Financial Officer, Department of Fisheries and Oceans.** Prepare two new work descriptions, draft classification rationales and statements of merit criteria, one for a new proposed FI-04 position, and one a new proposed PG-06 position, Reference: Martin Krumins, Director Internal Control. Tel: 613-993-5649 ; Fax: 613-990-7100; E-mail/courriel: Martin.Krumins@dfo-mpo.gc.ca. Value of Contract: up to \$4800.00 plus hst
144. January-March 2012. **Canadian Association of Professional Employees.** Provide professional organization and classification expertise in preparation of work descriptions for the new positions of **Executive Director- Policy** and of **Executive Director- Operations** in compliance with the views of the President CAPE, the updated Constitution and By-Laws, and report on organizational change proposed for the CAPE national office and management in accord with the requirements of the 15 Feb 2010 draft “*Job Classification System For the employees of CAPE*”. Reference: Jean Ouellette, Executive Director-Operations. Tel: (613) 236-9181 ; Fax: (613)236-6017 ; E-mail/courriel: jouellette@acep-cape.ca Value of contract: up to \$4,000.00 plus hst
143. January –February 2012 **Office of the Senior Assistant Deputy Minister, Ecosystems and Fisheries Management, DFO.** Provide for professional organization and classification expertise in the preparation of, and providing advice on the classification considerations and draft rationale with respect to a possible AS-05 position in the Office of the Senior ADM EFM. Reference: Denise Lapratte, Executive Advisor to the ADM, OSADM EFM. Tel: 613-990-5393, Fax: 613-990-9557; E-mail/courriel: Denise.Lapratte@dfo-mpo.gc.ca. Value : \$2,203.50 including hst
142. July 19, 2011-March 31, 2012. **Change Management, Small Craft Harbours Directorate, Ecosystems and Fisheries Management, DFO.** Planned, developed, and managed the delivery of a project to provide oral and written advice on group allocation and classification for the creation of national generic work descriptions for client services, real property management and administrative positions of approved regional organizations of the Small Craft Harbours Directorate across Canada, drafting up to ten (10) proposed CO (CO-03, 02, and 01) and AS (AS-05, 04, and 03) and CS work descriptions with suggested group and levels and advising management on the potential impact of changes to draft work descriptions on their potential classification. Reference: Reference: Dianne Green, then Director, Change Management, SCH, now Director, Integrated Program Planning & Analysis, Tel: 613-993-1832 , Fax : 613-952-6788, E-mail/Courriel: Dianne.Green@dfo-mpo.gc.ca Value: \$24, 605.75 inclusive of HST
141. August 23, 2011, **Classification, Recruitment and Staffing Programs, Correctional Service Canada.** Provide a two hour compressed training on the application of the

Financial Administration (FI) Classification Standard for the organization and classification team. Reference: Roxanne Anderson, Manager, Classification, Organization Design and Classification, CSC no longer there, the remaining reference would be Bobbi Grant, Director General, Classification, Recruitment and Staffing Programs. Telephone: 613-947-2755; Fax: 613-947-1356; E-mail/courriel: Bobbi.Grant@CSC-SCC.GC.CA

140. June 6 – Nov30, 2011. **Association of Justice Counsel**. Provided classification oral and written advice on the development of the new Law Practitioner (LP) and Law Management (LC) Occupational Group Definitions, and Classification Standards, and on the development of the proposed LP generic work descriptions for DOJ; participated in meetings with DOJ on behalf of AJC providing advice and comments on the development of generic work descriptions, and provided advice on the application of generic LP work descriptions to specific AJC member's positions. Reference: Sandra Guttman, General Counsel and Labour Relations Officer, Association of Justice Counsel. Tel: (613) 798-9900 ext./poste 112 or (866) 218-3310, Fax:(613) 564-0606, E-mail/courriel: SGuttman@ajc-ajj.ca
139. May 20- July 4, 2011. **Internal Control Branch, Financial and Materiel Management Operations Directorate, Office of the Chief Financial Officer, Fisheries and Oceans Canada**. Reviewed with client proposed key functions of a proposed new generic FI-04, prepared a draft work description for a Senior Financial Manager (Internal Control portfolio), prepared a draft classification rationale, and provided counsel on the basis for the evaluation of the proposed positions. Reference: Martin Krumins, Director Internal Control, DFO. Tel: 613-993-5649; Fax: 613-990-7100; E-mail/courriel: Martin.Krumins@dfo-mpo.gc.ca Value: \$2,600.00+HST
138. April 28, 2011- Mar 30, 2012. **Radiation Protection Bureau, Radiation Health Sciences Directorate, Healthy Environments and Consumer Safety Branch, Health Canada**. Planned, developed, and managed the delivery of a project to provide job, activities and responsibilities, and organizational design and issues analysis and advice on the classification processes to the Chief, based on reviewing current work descriptions and other relevant documents; consulting employees, and carrying out desk audits of work assigned to positions; discuss with management in order to clearly define competencies required for, and the activities and responsibilities of a specific function, and to identify any issues affecting classification and recommending possible changes; prepare new or revised unique and work descriptions in the TBS and Health Canada prescribed format with interview(s) to the point where the description(s) can be classified; prepare rationales of work descriptions drafted for sensitivity analysis by management; and provide advice and guidance on matters pertaining to organizational structuring, governance and operational processes, classification and staffing. Dealt with AS, PC, and CS occupational groups and allocation issues with other groups. Reference: Dr. Antonio Mattioli, Chief, National Dosimetry Services Division. Telephone: 613-954-6697, Fax: 613-941-3497, E-mail/courriel: Antonio.Mattioli@hc-sc.gc.ca , or Dr. Anthony Dawson, Chief, Program Development and Operations Division, Health Canada. Telephone: 613-946-6988, Fax : 613-952-9071; E-mail/courriel: Anthony.Dawson@hc-sc.gc.ca Value : up to \$24,973.00 (including G/Hst)
137. May 24 – June 30, 2011. **Family, Children and Youth Section, Policy Sector, Department of Justice Canada**. Provide organization and classification advice including assessment of the work (desk audit/on site) of an employee, advise management on the most appropriate allocation (GT or IS), prepare a work description and draft classification rationale, then provide a statement of merit, and assessment of the candidate for appointment, and justification for appointment without competition. Reference: Janice

Miller, the Coordinator, Communications and Law Information retired. However, and the unit was broken up. One of the members of that team could speak to the work, i.e. Steve Doody, Web Site Information Officer in the Electronic Communications Unit. Tel: 613-957-1194, Fax: 613-946-2211. Value : \$5,141.50 incl HST.

136. **March- July 2011. Executive Group Services and Management Development, Human Resources Branch, Environment Canada.** Planned, developed, and managed the delivery of a project to provide advice to the ADM HR Lynette Cox, on the options for the structuring of the organizations assigned to a Chief Financial Officer (CFO), and those assigned to a Chief Information Officer (CIO) to clarify the roles of the two positions for the use of the ADM HR, and the DM in determining the structures to approve for implementation, provided advice on the interdepartmental relativity of the EC CIO for possible reclassification, provided counsel on the restructuring and transformation of the Enforcement Branch, drafted an EX work description for the position of Director Informal Resolution Services, and drafted new work descriptions for the positions of ADM Corporate Services, Chief Financial Officer and ADM, and executive positions for the Communications Branch, the Director National Programs, and Director Program Communications. Reference: Carole E. Lemay, then the EC Director Executive Group Services and Management Development, today (Dec 2014) Director, Canadian Wildlife Service-Ontario, Tel 416-739-4404, Fax: 416-739-5845 E-mail/courriel: Carole.Lemay@ec.gc.ca , or Lynette Cox, ADM HR, Environment Canada, Tel: 8190938-4744, Fax: 819-938-4585, E-mail/courriel: Lynette.Cox@ec.gc.ca Value: \$5,282.75 incl HST
135. February 14- June, 30, 2011, **Classification, Recruitment and Staffing Programs, Correctional Service Canada.** Provide job evaluation services and advice on the classification processes, for the classification of work descriptions and the writing of classification rationales for ENG, AR, AS (35 AS positions to be exact), PC, and PE positions, and provide organizational design services based on policies, practices, tools and other support services; and provide advice and guidance to management on classification needs and organizational design and other related projects in both Official Languages as required. Reference: (Since both Line Lamarche, the then A/Director, Organizational Design and Resourcing, and Roxanne Anderson, the then Manager, Classification, are no longer available, the remaining reference would be Bobbi Grant, Director General, Classification, Recruitment and Staffing Programs. Telephone: 613-947-2755; Fax: 613-947-1356; E-mail/courriel: Bobbi.Grant@CSC-SCC.GC.CA. Value of Contract : up to \$19,942.50 (hst incl)
- 134.1 **September 2010- March 31, 2011. Executive Services, Human Resource Operations, HRB, Public Works and Government Services Canada.** Provide organization and classification services for the updating or writing of up to 24 EX positions in Corporate Services, Human Resources Branch, Financial Services, Information Services. Reference: Nancy Pike, Director, Executive Services. Telephone : 819-934-5463, Fax : 819-956-6060, E-mail/courriel: Nancy.Pike@tpsgc-pwgsc.gc.ca
134. **March 1, 2010- March 31, 2011. Radiation Protection Bureau, Environmental And Radiation Health Sciences Directorate, Healthy Environments And Consumer Safety Branch, Health Canada.** Planned, developed, and managed the delivery of a project to provide organization and classification and job writing services to the management of RBP including: carrying out organizational, job activity and/or responsibilities analysis of individual positions, consulting staff as required, and conducting desk audits of work assigned to individuals, and/or of sub-components of the Program Development and Operations Division; reviewing existing work descriptions and/or identify the need to create

new positions or revise existing positions, and draft classification rationales, and recommend appropriate changes as required; prepare organization change proposal reports affecting one or more positions and their occupational group allocation and implementation plan; prepare other documentation as required to implement organization change proposals and plans; provide advice and guidance on organization structures and classification processes and issues, such as work description writing, job evaluation, classification jurisprudence, and other tools and types of support services to meet the organizational requirements of the division for AS, CO, EG, and PC group positions. Reference: Dr. Anthony Dawson, Chief, Program Development and Operations Division, Health Canada. Telephone: 613-946-6988, Fax : 613-952-9071; E-mail/courriel: Anthony.Dawson@hc-sc.gc.ca Value : \$25,000.00 (including G/Hst)

133. October-December 2010. **Office of the Associate Deputy Minister of Justice, Francophonie Justice in Official Languages and Legal Dualism**. Department of Justice. Provide classification and recruitment counsel to resolve the allocation of two new EC positions including, reviewing all documentation related to this new position in previous attempts to create a valid work description that will meet the Senior Counsel-Legal Dualism's operational needs and attract qualified candidates (including prior work descriptions, operational plans, organization charts, basis for the creation of this position (change in FJOLLD service requirements to the public, change in policy, new mandate etc), meet and discuss options, and draft a preliminary summary on the primary purpose of the position, and its consequent group allocation the creation of new work descriptions, the preparation of a draft classification rationale and the provision of related classification advice, and statements of merit. Reference: Anne Des Ormeaux. Senior Counsel – Legal Dualism. 613-952-0516, fax 613-946-3106; E-mail/courriel: ADesorme@JUSTICE.GC.CA Value:\$4,590.00 including HST.
132. October-November 2010. **Search and Rescue, Maritime Safety Systems, Maritimes Services Directorate, Canadian Coast Guard**, Department of Fisheries and Oceans. As a resource acceptable to both DFO's OCCOE, the bargaining agent, and management, update/write a revised work description for the position of SAR Mission Coordinator (an existing GT-05) based on a review of regional management and union comments and views on the essential duties that need to be incorporated in the description, and related PAA information, operational(business or work) plans, organization charts, and related (supervisor) work descriptions useful for defining the context of the work, draft a new generic work description to be used as a National Model Work Description using the TBS OCHRO 2004 Guidelines for work description writing addressing the requirements of the GT classification standard; prepare a draft classification rationale for classifying as the basis of sensitivity analysis of any proposed changes. Review and discuss suggested changes with the manager, and produce a revised, final text the work description and draft rationale to reflect these changes. Reference: Kristen Bond, Acting Manager, Search and Rescue, CCG. Tel. (613) 990-3119; Fax.(613) 996-8902; E-mail/courriel: Kristen.Bond@dfo-mpo.gc.ca Value : \$5,000.00
131. August -November 2010. **Environmental Response, Maritime Safety Systems, Maritimes Services Directorate, Canadian Coast Guard**, Department of Fisheries and Oceans. As a resource acceptable to both DFO's OCCOE, the bargaining agent, and management, write a new work description for the position of Response Specialist (an existing GT-03) based on a review of documents arising from labour-management discussions on early drafts as part of seeking consensus on a possible model for these positions under DFO's newly adopted national model work description approach, using the TBS OCHRO 2004 Guidelines for work description writing addressing the requirements of the GT classification standard; prepare a draft classification rationale for classifying as the

basis of sensitivity analysis of any proposed changes. Review and discuss comments and suggested changes from each of the five Regional Superintendents and the senior advisor, and produce a revised, final text the work description and draft rationale to reflect these changes. Reference: Nora Mc Cleary, Senior Advisor, Environmental Response, CCG. Tel. (613) 990-6718; Fax (613) 996-8902; E-mail/courriel: Nora.McCleary@dfo-mpo.gc.ca
Value : \$2,187.50

130. July-August 2010. **Materiel and Procurement Services, Financial and Materiel Management Operations, Chief Financial Officer Sector, Department of Fisheries and Oceans.** Provide organization and classification services and advice on classification processes to draft up to seven new/revised proposed national model work descriptions (PG-06, 05, 04, and 03) reflecting the work of the positions as discussed and in line with the intent of the October 11 2007 (rev July 2010) discussion paper on MM within DFO, and draft classification rationales to meet OCCOE requirements for classification. Reference: Larry Eirikson, then Manager, Special Project Management (now Manager, Centre of Expertise - Materiel and Procurement). Telephone: P613-993-6957, Fax: 613-991-1297; E-mail/Courriel: Larry.Eirikson@DFO-MPO.gc.ca Value \$8,750.00
129. June 2010-October 2011. **Professional Association of Foreign Service Officers (PAFSO).** Provide analysis and advice on the allocation of positions in the Department of Foreign Affairs and International Trade (DFAIT), and the potential for successfully challenging the allocation of positions under section 58 of the Public Service Relations Act. Reference Deborah Cooper, Labour Relations and General Counsel. Tel: 613- 241-1391 x. 230; Fax: 613-241-5911; e-mail/courriel: debbie.cooper@pafso-apase.com (since 2013, Deborah Cooper, General Secretary, National Joint Council. Tel : 613-990-4366; Fax : 613-990-7071; e-mail/courriel: Deborah.Cooper@njc-cnm.gc.ca
128. **June 2010- September 2010. Internal Audit Directorate, Office of the Deputy Minister, Department of Fisheries and Oceans Canada.** Provide organization, classification, and work description development services in consultation with the Office of the Comptroller General (for interdepartmental relativity) and compliance with OCG suggested organizational structures for Chief Audit Executive organizations, and management and staff of the IAD; carry out desk audits and consultations with each of a representative sample of employees, prepare five new prototype work descriptions and draft classification rationales for the new Professional Practices unit, and prepare new prototype generic internal audit work descriptions for the Audit Unit (AS-01 to AS-07) and explore an advise on classification or classification allocation issues (AS-EC-FI). Reference: Yolaine Maisonneuve, Director Professional Practices. Telephone : 613-993-1598; Fax : 613-990-0164; E-mail/courriel: Yolaine.Maisonneuve@dfo-mpo.gc.ca Value : \$24,012.50 incl hst
127. **April-August 2010. Director Infrastructure and Environment Issues Management, Chief of Staff (Infrastructure and Environment), ADM (Infrastructure and Environment), DND.** Planned, developed, and managed the delivery of a project to provide an analysis of the Directorate Organizational Structure and each of the existing positions at the EX minus 1, EX minus 2 and Management Training Program (MTP) levels, develop a proposed new organization to more effectively deliver services to the CoS and to the ADM, and write job descriptions and classification rationales therefore, and a description of standard assignments which could be used for the use of students. Reference: Dominique Lemieux, Director Infrastructure and Environment issues Management. Tel; 613-995-1064, Fax: 613-995-1031, E-mail/courriel: DOMINIQUE.LEMIEUX@forces.gc.ca , Value : \$14,109.38, incl hst

126. December 2009 – March 2010. **Office of the Federal Ombudsman for Victims of Crime, Department of Justice.** Provide organization and classification services for the creation of four new or revised work descriptions and related classification rationales and staffing documentation (statements of merit, justifications) for IS and PM positions of the Office of the Federal Ombudsman for Victims of Crime. Reference: Joanne Taché, Senior Counsel OFVC, now post PRAD. Counsel, Law Practice Management Division, DOJ, Telephone: 613-946-3120 ; Fax: 613-946-3411; E-mail/Courriel: joanne.tache@justice.gc.ca Value : \$11, 323.89
125. November 2009 – June 2010. **Department of Fisheries and Oceans, Economic Analysis and Statistics, Policy Sector.** Planned, developed, and managed the delivery of a project to provide organization and classification counsel on classification processes and support to the Director General EAS to act on the agreement of the OCCOE that the DG EAS could proceed to develop a new proposed EC national model work description for a senior statistics position in the regions to replace model 768, and to develop a variant of that model for the Quebec Region to reflect its dual role in statistics and licensing. In addition to provide O&C counsel and support for the development of a new/revised work description for the Chief Statistical Services to reflect the new statistical governance model of DFO developed as part of the Statistical Renewal Initiative, and counsel as appropriate on the governance model. The work included the development of the work descriptions, draft classification rationales for sensitivity analysis of proposed changes, consult with and advise regional directors in both Official Languages as required, and produce final texts acceptable to all. Reference: Robert Elliott, DG Economic Analysis and Statistics, Strategic Policy Sector, DFO. Telephone: 613-993-8597; Fax: 613-991-3254, E-mail/Courriel: Robert.Elliott@dfo-mpo.gc.ca Value : \$8,750.00
124. **October 2009 - November 2009. Department of Fisheries and Oceans, Fisheries and Aquaculture Management Sector, Central and Arctic Region.** Provide advice on the classification process and a review and update of the position of Regional Director, Fisheries and Aquaculture Management, Central and Arctic Region including a work description in the Executive Position Evaluation Plan (Hay Plan) and a draft classification rationale to demonstrate if it can be brought into line with the RD's FAM of other DFO Regions, i.e. as an EX-02 (if of course justifiable) reflecting the changes in the mandate, funding and organizational structure of FAM in C&A. Reference: Burt Hunt, Regional Director FAM, Central and Arctic Region, Tel: 204-983-5271, Fax : 204-983-2401, E-mail/Courriel: Burt.Hunt@dfo-mpo.gc.ca Value: \$2,812.51
123. June 2009- March 2010. **Department of Fisheries and Oceans, Fisheries and Aquaculture Management Sector, Director Integrated Planning and Reporting (IPR).** Provide organization design and classification services and advice on the classification processes to the Fisheries and Aquaculture Management Sector to facilitate the definition, development and acceptance of National Model Work Descriptions for the various positions (3) that constitute the Area Office model Commerce Officer (CO) Positions including coaching FAM managers on the differences in occupational groups, the primary purpose of a position and how that is defined, and the drafting of model work descriptions and revising said descriptions as required to gain acceptance from all DFO regions across Canada. Reference: Dianne Green, Director, Integrated Planning & Reporting, Tel: 613-993-1832 , Fax : 613-952-6788, E-mail/Courriel: Dianne.Green@dfo-mpo.gc.ca Value: \$25,000.00 (incl GHST)
122. September 2009- March 2010. **Department of Fisheries and Oceans, Fisheries and Aquaculture Management Sector, Director Integrated Planning and Reporting (IPR).**

Provide organization and classification services and advice on the classification processes, to the Fisheries and Aquaculture Management Sector to facilitate the definition, development and acceptance of National Model Work Descriptions for the various (some 7) positions that constitute the *fisheries licensing function positions* defined in the National Regional Organization Structure approved in July 2009 including coaching FAM managers on the differences in occupational groups, the primary purpose of a position and how that is defined, to enable them to both understand the new work to be carried out and the use of national model work descriptions in the implementation of that new vision, and to be able to explain this to their employees for the transition to the new work and its description; reviewing former unique work descriptions, , and the drafting of model work descriptions (PM) and revising said descriptions or creating variances where necessary based on interviews with existing employees and managers as required to gain acceptance from all DFO regions across Canada. Reference: Dianne Green, Director, Integrated Planning & Reporting, Tel: 613-993-1832 , Fax : 613-952-6788, E-mail/Courriel: Dianne.Green@dfo-mpo.gc.ca Value: \$25,000.00 (incl GHST)

121. July 2009—September 2009. **Department of Fisheries and Oceans, Science Sector, Office of the Departmental Diving Safety Officer.** Conduct an analysis and prepare a report on the potential impact of diving roles on the classification of positions, classified under a number of classification standards, specifically RES, REM, BI, ENG, EG-ESS, GT and AS, and prepare a new work description, draft classification rationale, and statement of merit for the position of Departmental Diving Safety Officer. Reference: Jeremy Stewart, National Diving Safety Coordinator, Tel: (204) 984-0946 Fax/Téléc: (204) 984-2404, E-mail/Courriel: Jeremy.Stewart@dfo-mpo.gc.ca
120. June 2009- March 2010. **Canadian Association of Professional Employees.** Provide professional organization and classification services to design and implement a gender neutral job classification system for CAPE to meet the requirements of the Ontario Pay Equity Act. This included the development in consultation with the CAPE labour-management classification committee, a gender neutral job classification system to the acceptance of the committee, and the drafting of new work descriptions in accord with the requirements of the classification plan. Reference: Jean Ouellette, Executive Director of Labour Relations. Tel: (613) 236-9181 ; Fax: (613)236-6017 ; E-mail/courriel: jouellette@acep-cape.ca
119. **April 2-24, 2009. Department of Fisheries and Oceans, Fisheries and Aquaculture Management Sector, Director Integrated Planning and Reporting (IPR).** Provide advice and guidance through a review of documentation on the location and roles of Aboriginal Program Managers in regional offices across Canada, and the development of a position paper defining the issues FAM is facing in fisheries renewal and the change in direction this presents in terms of allocation, of these Aboriginal Program positions. Present the position paper to regional Aboriginal directors for questioning and discussion as the basis for determining the future occupational group allocation (CO or PM) of these positions. Reference: Dianne Green, Director, Integrated Planning & Reporting, Tel: 613-993-1832 , Fax : 613-952-6788, E-mail/Courriel: Dianne.Green@dfo-mpo.gc.ca Value: \$3,750.00
118. 2 March – May 15, 2009. **Human Resources and Skills Development Canada, Corporate Classification.** Prepare final classification committee report (rationales) on the EC classification for each of the forty-six (46) generic work descriptions (for positions previously classified as ES and SI positions) based on committee rating decisions and notes to enable the conversion to the EC to take place as planned. Reference: Jennifer Ford, then

Senior Corporate Classification Advisor, now Human Resources Analyst Tél : 819-953-1996, E-Mail/Courriel : jennifer.ford@hrsdsc-rhdsc.gc.ca Value : \$26,687.51

117. 14 January – 30 June 2009. **Canadian Transport Agency, Communications Directorate.** Provided organization design, classification services, and advice on classification processes to the Director and the Chair, including organizational analysis and classification consulting with respect to the structure and content of the Canadian Transportation Agency's Communications Directorate, written and oral advice to the Director and to the Chair and CEO for the creation/writing of a new organization and up to twelve new AS, CS, and IS work descriptions and a revised EX work description. Reference: Jacqueline Bannister, Director of Communications. Tel: 819-953-7666, Fax: 819-953-8353, E-mail/Courriel: jacqueline.bannister@otc-cta.gc.ca Value: \$24,609.38
116. November 2008 – March 2009. **Department of Fisheries and Oceans. Office of the Director General, Finance and Administration.** Provide advice on the classification processes of the design (writing and evaluation for allocation and level) of national and regional model work descriptions for FI positions in DFO. Write as required revised work descriptions, and provide counsel on the potential rating as FI's of various approaches. Reference: Susan MacGowan, DG F&A – now CFO, Indian and Northern Affairs Canada Tel 819-956-8188, Fax : 819-956-8193, or Martin Krumins, Senior Finance Manager Telephone : 613-993-5649, Fax : 613-990-7100 Value: \$ 4,954.69 incl hst
115. October 2008. **Department of Justice.** Office of the Associate Deputy Minister of Justice, Francophonie Justice in Official Languages and Legal Dualism. Provide advice on the classification process to the Senior Counsel and produce an analysis of Department's classification committee evaluation for each the positions *Conseiller principal, Recherche sociologique sur le dualisme juridique* (an ES-06) and *Analyste, Recherche sociologique sur le dualisme juridique* (CMNCR4177T) (an ES-03) to identify possible errors in the evaluation of these positions for ES and EC rating, and produce a statement of merit criteria for the position of *Senior Counsel – Legal Dualism* (Position Number CMNCR4181C) (up to one (1.0) consulting day). Reference: Anne Des Ormeaux. Senior Counsel – Legal Dualism. 613-952-0516, fax 613-946-3106 Value: \$706.25 incl hst
114. **September 2008-March 2009 . Canadian Judicial Council.** Provided advice on the relevant classification processes to the Executive Director and Senior General Counsel, and prepared four work descriptions two of which are proposed EX-01's, one IS, and one CS, including rationales, desk audits, and relativity studies if required for the positions of Directors of Strategic Issues Management and Committees Management as recommended in the organizational model proposed in 2007 and approved by CJC Executive Committee chaired by the Chief Justice of the Supreme Court of Canada (Rt.Hon. Beverley McLachlin, PC) in August of 2008. Reference: Norman Sabourin, Executive Director and Senior General Counsel, CJC Office Tel: (613) 288-1566, ext 301, or Karen Jack Program Manager, Tel: 613-288-1566-305; Fax (613) 288-1575 Value: \$10,937.50
113. July 2008. **Department of Fisheries and Oceans.** FAM, Conservation and Protection. Prepare work description and draft classification rationale for the position of Chief, Enforcement Training and Recruitment (AS). Reference: Gerald Poirier, Chief ETR, Tel: 613-990-0115 Value: \$2,500.00
112. May 2008 – March 2020. **International Brotherhood of Electrical Workers, Local 2228.** Planned, developed, managed, and delivered projects to provide organization and classification services in English and French (MDN, 202 Dépôt d'ateliers) to the members of the IBEW Local 2228 serving federal government departments and agencies including

the assessment of existing EL work descriptions to determine whether they have been classified correctly, and where not prepare the arguments for, and appear as an expert witness at classification committee hearings on the reasoning for a difference classification decision; evaluate work descriptions classified to the EG or CS groups to determine if they are properly allocated and if not, prepare the case for a PSLRA s.58 challenge before the PSLRB, carry out on-sites (desk audits) ordered by the PSLRB, or by the IBEW for members (e.g. 202 Dépôt d'ateliers, Dec 2011), and appeared as an expert witness before the PSLREB on behalf of the IBEW. Since May 2008, Mr. Paquette has assessed more than sixty (60) work descriptions, has written EL work descriptions that were classified at the proposed level (by DND), has been instrumental in obtaining agreement classification grievance committees on five grievances, and has appeared before the PSLREB on three occasions for the IBEW, where the PSLRB ruled in favour of the IBEW one case (Citation 2010 PSLRB 109) and two were deferred, and then merged into a later case. Reference: Paul Cameron, Business Manager, IBEW Local 2228., Tel: (613) 725-3608 x224, Fax: (613) 725-3600; e-mail/courriel: paul.cameron@ibew2228.ca, or Meaghan Olmstead, Assistant Business Manager, IBEW Local 2228, Tel. 613-725-3608 x 232, e-mail/courriel: Meaghan.Olmstead@ibew2228.ca, with respect to Quebec East, Michel Gaulin, IBEW Local 2228 Eastern Business Representative, Tel: 1-450-602-8845; e-mail/courriel: Michel.Gaulin@ibew2228.ca

111. June 2008. **Library and Archives Canada**. Documentary Heritage Collection Sector. Prepare an SI-07/EC-08 work description and draft classification rationales/ratings under the SI and EC Classification Standards, special advisor position at direction of Bob McIntosh the DG CASCB. Reference Sylvie Dagenais-Essiambre then Senior Human Resources Advisor at LAC, now Senior Human Resources Consultant at CTA, Telephone : 819-953-9847 Fax : 819-953-9842 Value: \$3,281.25 incl hst
110. May 2008- March 31, 2009. **Department of Fisheries and Oceans, Aboriginal Policy and Governance Directorate, Fisheries and Aquaculture Management**. Planned, developed, and managed the delivery of a project to provide organization design and development analysis and advice and documentation for, the implications of the Fisheries Renewal Initiative for the operation and structure of the Aboriginal Policy and Governance Directorate to identify modifications required for the more efficient and effective governance and competencies requirements for management of the Directorate; prepared two new or revised Hay Plan (EX) work descriptions and up to five non-Hay Plan work descriptions to bring them into line with new requirements, develop draft classification rationales and prepare relativity studies for each as required. In addition provide selection profiles or other statements of merit criteria for the staffing of each position and provide general counsel on classification and operational staffing ways and means to achieve the implementation of a revised organization to the DG. Reference: David Balfour, then DG APG, now Senior ADM EFM Tel: 613-990-9864, Fax: 613-990-9557, e-mail/courriel: david.balfour@dfo-mpo.gc.ca or balfourd@dfo-mpo.gc.ca VALUE: \$24,937.50 incl hst
109. May 2008 – February 2009. **Library and Archives Canada. Human Resources and Government Records Branches for the Government Records Branch**. Provide **organizational design, development, and classification services to develop** a new organization design a model new concept work description based on the competencies required to addressing the issues relating to competencies and governance of Government of Canada archival material arising for Library and Archives Canada, and its Government Records Branch, from the new authority being given to LAC for the development of a framework for the management of the records of the Government of Canada in a pro-active manner, ideally in the ES/EC range of work at a possible level of ES-05 (if appropriate) in close consultation with LAC HR Classification Authorities. Develop the work description

and preliminary classification rating for the consideration of management for a senior position. Make a presentation to the DG GRB and GRB managers on education in the field of intellectual capital as the key to conceptual transition to the new range of work for all parties involved, on staffing, as well as differentiation from historical research work as a path of transition to carrying out the new mandate of LAC GRB. Provide advice to the DG and GRB management on the classification processes involved. Subsequently develop Model ES 4, 3, and 2 work descriptions reporting to the ES-05 developed initially as well as preliminary classification ratings for the consideration of an interdepartmental committees. Prepare the classification committee reports subsequent to the rendering of classification decisions by the committees. References: Louise Berger, Organization and Classification Advisor Human Resources Operations Section Telephone : 819-934-4488, Fax : 819-934-5393, or, Jean-Stéphen Piché, then DG, Government Records Branch,LAC, now ADM Strategic Policy, Planning and Corporate Affairs Canadian Heritage Tel: 819- 994-3046, Fax : 819-953-4796; E-mail/Couriel: Jean-Stephen.Piche@pch.gc.ca Value: \$\$9,515.63 incl hst

108. **May 2008-March 2009. Department of Fisheries and Oceans, Oceans Habitat and Species at Risk Sector (PPC).** Develop a national model organization structure for the Oceans Habitat and SAR Sector (approx. 650 FTEs: composed of EX, BI, PC, CO, ES, and AS occupational groups) based on the development of a preliminary high level org structure design through consultations with each region and prepare a draft report for second order consultation with regions developing logic structures for regional variances if required and/or appropriate and assemble and finalize the draft report on each region into a final report. Reference: David Villeneuve (now Sr Labour Relations Advisor, DFO) 613-993-1757 , fax: 613-990-0035 . Value: \$21,875.00, incl hst
107. **April-September 2008. Department of Fisheries and Oceans. Central and Arctic Region.** Carry out an Organizational Design and Development Project for the Management of the Central and Arctic Region (i.e. governance, structure, and competencies) providing advice on the classification processes involved, to assess whether existing administrative positions in eighteen (18) offices across the Central and Arctic Region are appropriately classified as CR-04, i.e. determine whether there is coincidence between the work of the incumbents and their or a valid work description through the conduct of a review of assigned work (desk audits) of a representative sample of up to nine incumbents. Reference: Helen Fast, Manager, Oceans Programs Division, Winnipeg - now retired, who served as project manager for the Regional Management Team. Value: \$40,595.00 incl hst
106. April 2008- January 2009. **Canadian Human Rights Commission.** Write and provide unique and generic work descriptions, and draft classification rationales to implement the approved new organization structure for the Finance and Administration Division for the classification of eight new unique or model AS and FI work descriptions for the Financial Services Section based on the option for organization design approved by management. Reference: Denis Pelchat, Manager (now Director) Finance and Administration Division Telephone : 613-943-9041 Value: \$23, 296.88 incl hst
105. **April - November 2008. Canadian Human Rights Commission.** write and provide and draft a revised work description and draft classification rationale in the Executive Group Position Evaluation Plan (Hay Plan) for the proposed position of Director F&AD, and for a new position of Manager Administrative Services and Departmental Security Officer, and work descriptions and draft rationales for the classification of new unique or model AS and PG work descriptions for the Administrative Services Section based on the option for organization design approved by management. Reference: Denis Pelchat, Manager (now

Director) Finance and Administration Division Telephone : 613-943-9041 Value: \$14,108.38 incl hst

104. April 16- October 30, 2008. **Department of Fisheries and Oceans, OHSARS, Species At Risk Directorate/SARA Secretariat.** Develop in consultation with the OCCOE and providing advice to the Director and the DG SARD on the classification processes involved, a work description and proposed classification rationale for a new position of Regional Manager, Species at Risk (SAR) as a CO-03, and develop in consultation with Executive Group Services work descriptions and proposed classification evaluation reports for the new positions of Director General, Species At Risk Directorate (DG SARD) (EX-03), Director SAR Policy and Strategy (EX-01) and Director SAR Operations (EX-01) for transitioning SARA as a Secretariat, to a Directorate under the restructured OHSARS. Reference: Susan Mojtani, Director (SARA Secretariat). Tel: 613-990-0279, Fax: 613-998-8158. Value: 17,718.75
103. February-March 2008. **Department of Fisheries and Oceans. OSHARS, HMD, EAMP.** Provide to the National Director advice on the classification processes involved to address the BI-PC issues and conduct up to four on-site interviews (also referred to as reviews of assigned work, or desk audits) with the incumbent BI-05's and the incumbent BI-04's in Environmental Assessment and Major Projects (EAMP) to provide an assessment of the current work being done by the incumbents in comparison to proposed NMWD's. Prepare reports on each case identifying whether the work assigned and carried out is coincident with the work described in the NMWD assigned to the incumbents' positions noting where there is not a coincidence and whether the non-coincidence is significant enough to impact on the classification. Prepare a summary report identifying what the differences are and if they are significant enough to affect the allocation of the work of the incumbents. Reference: Ginny Flood. National Director EAMP. Telephone : 613-991-6355; Fax : 613-993-7493 Value: \$9,843.75 incl hst
102. January 2008. **Department of Fisheries and Oceans.** Policy Sector. Economic Analysis and Statistics Directorate. Prepare a work description and draft classification rationale for a new position of Chief Statistician, DFO as an ES-07/EC-08. Reference: Robert Elliot, Director Economic Analysis and Statistics. Tel: 613-993-8597, Fax: 991-3254 Value: \$3,312.50 incl hst
101. December 2007- December 2008. **Department of Fisheries and Oceans. Fisheries and Aquaculture Management, Fisheries Renewal.** Plan develop and deliver a project to provide O&C advice on the classification processes influencing the group allocation options in going forward from DFO being a scientific department with econ input, to being an economic development department with scientific input, , i.e. whether EC NMWD's or CO NMWD's and their applicability, and preparation or editing of prepared work descriptions; as well as advice on transitioning issues related to each of the options. Recommended using proposed Sector NMWD's as the most efficient way to make the transition to the CO world at least cost in terms of getting classified jobs, and in terms of staffing. Reference: Nadia Bouffard Director, Resource Management - Special Projects. Tel: 613-998-3111, Fax : 613-954-1407, or Gina L Sinclair A/Director, Fisheries Renewal., Tel: , Fax : 613-990-4111. Value: \$9085.52 incl hst
100. November 2007- March 2008. **Canadian Human Rights Commission. Produce an organizational analysis of the Administrative Services Section of the Financial and Administrative Services Division of CHRC** based on a review of English and French documents and the conduct of interviews in English and French as required, identifying alternative options for the structuring of the organization and on the classification

implications and processes influencing the options put forward, as well as the classification implications of changes suggested by the Director. Reference: Denis Pelchat, Manager (now Director) Finance and Administration Division Tel: 613-943-9041, Fax: 613-996-9661, e-mail/courriel: denis.pelchat@chrc-ccdp.ca Value: \$ 8,281.25, hst incl

99. **November 2007- March 2008. Canadian Human Rights Commission.** Provide advice on the organizational basis for and the classification processes affecting the creation of the position of Director Resolution Services, and write a work description and classification rationale using the Executive Group Evaluation Plan. Reference, Ian Fine, Director General and Senior General Counsel, Dispute Resolution. (613) 943-9090 Value: \$3,975.00 + gst
98. **August-December 2007. Canadian Judicial Council.** Carry out an organizational analysis of the CJC Office (also referred to as the Secretariat) to determine options for organizational models with a recommendation for choice of model for the consideration of the CJC Executive Committee chaired by the Chief Justice of the Supreme Court of Canada (Rt.Hon. Beverley McLachlin). Reference: Norman Sabourin, Executive Director and Senior General Council, CJC Office. (613) 288-1566, ext 301, fax (613) 288-1575 Value: \$23,187.50 incl gst
97. November 2007. **Industry Canada. Science and Innovation Sector, OADM.** Prepare one ES/EC work description for a Special Advisor to the ADM. Reference: Natalie Brose, OADM Coordinator. 613-954-3915 Value: \$2,318.75
96. **October 2007- May 2008. Department of Fisheries and Oceans. Executive Group Services.** Draft work descriptions, executive classification rationales, relativity studies, Treasury Board Submission content for the classification of an EX-04 position titled the “Associate Assistant Deputy Minister Fisheries Management Policy Transformation” and provide advice on the classification processes and explanation of classification issues of the work description’s content for senior DFO managers and TB Analysts as required. Reference: Suzan Molinski, Director Executive Group Services, DFO. E-mail/courriel: suzan.molinski@dfo-mpo.gc.ca Tel (613) 990-0073. Value: \$4,968.75
95. September-November 2007. **Citizenship and Immigration Canada.** Communications Branch. Provide with respect to three positions, advice on the classification and staffing processes involve, and provided the writing of work descriptions, draft classification rationales, justifications for reclassifications, statements of merit, and justification for the appointment of an incumbent to a reclassified position (AS and IS group positions). Reference: Edison Stewart, Director General, Communications Branch, CIC. 613-941-7042 fax: 613-941-7099. Value: \$13,581.25 incl hst
94. August-September 2007. **Department of Fisheries and Oceans.** Policy Sector, SPC. Provide advice on the classification processes involved in the work sought to the Director, and write a work description integrating elements of 3 former positions into a Sector IM, IT and Web Management Coordinator (AS) and a new work description for the Director SPC (EX) with draft classification rationales for each. Reference: Lucie Lortie, Director SPC, Policy Sector DFO (613-991-4842, FAX 613-993-6958.
93. July-December 2007. **Canada Public Service Agency.** Develop and write up to twenty (20) model (generic) work descriptions for conversion of ES and SI positions to the EC Group using both the current ES and SI Classification Standards providing advice on the classification processes involved in a conversion, on the new EC Classification Standard, the differences between the EC and ES Standards, and the implications of these differences for the writing and evaluation of the work descriptions, preparing preliminary ratings under

the ES Classification Standard to confirm existing levels, and preliminary ratings under the EC Classification Standard for the consideration of the classification committee, and prepared classification committee decision reports for the classification of these work descriptions under the EC Standard. Reference: Tara Yetts, Corporate Manager, Organization and Classification, Human Resources Strategies. (613) 948-7842. Value: \$24,512.50 incl hst

92. July-August 2007 **Canadian Human Rights Commission**. Provide advice on the classification processes involved in the possible classification of the Senior General Counsel of the CHRC, and prepare a work description and classification rationale for a senior LA classification (LA3B), including relativity with other senior LA positions with the Department of Justice for classification. Reference, Mme H el ene Goulet, Secretary General, (613) 943-9134, or Sylvie H ebert, Human Resources Advisor, (613) 943-9024
91. June 2007-March 2008. **Department of Fisheries and Oceans, Oceans Habitat and Species at Risk Sector (PPC)**. Providing advice on the classification processes involved in a conversion from one classification standard to another, on the new EC Classification Standard, the differences between the EC and ES Standards, and the implications of these differences for the writing and evaluation of the work descriptions, and develop an approach for the preparation of 5 EC work descriptions for existing ES work descriptions in OHSARS to ensure existing ES levels can be confirmed under the ES Classification Standard, and are classifiable under the EC Classification Standard in liaison with the DFO Organization and Classification Centre of Expertise. Reference: .. Reference: David Villeneuve (now Sr Labour Relations Advisor, DFO) 613-993-1757 , fax: 613-990-0035 . Value: \$21,875.00, incl hst
90. May 2007. **Department of Justice**. Policy Centre for Victim Issues. Provide advice on and prepare a new work description and draft classification rationale for the creation of a new position of Northern Victims Service Coordinator, serving both PCVI at DOJ and the Public Prosecutions Service of Canada. Reference: Catherine Kane, Senior Counsel/Director PCFI 613-957-4690.
89. May-December 2007. **Department of Fisheries and Oceans, Oceans Habitat and Species at Risk Sector OHSARS (PPC)**. Provide advice on the classification processes involved in determining coincidence between work described and work assigned for OHSARS PPC senior management, and carry out a review of assigned work (desk audit) of a representative sample of BI-03 positions in those regions willing to participate to determine if there is coincidence between the subject positions and the National Model Work Description for BI-03 positions in OHSARS in the language of choice of the incumbents (French in Gulf and Quebec, English in NS and Nfld) in liaison with the DFO Organization and Classification Centre of Expertise. Reference: .. Reference: David Villeneuve (now Sr Labour Relations Advisor, DFO) 613-993-1757 , fax: 613-990-0035 . Value: \$21,875.00, incl hst
88. May 2007- March 31, 2008. **Department of Fisheries and Oceans, Aboriginal Policy and Governance Directorate**, Fisheries and Aquaculture Management. Provide **Organization design and development analysis and advice and documentation** for, but not limited to, the implementation the Integrated Aboriginal Policy of DFO at headquarters and in the regions, and provide advice in the classification processes involved for the positions of APG, and provide classification (work description and draft classification rationales) and staffing services (Statements of Qualifications, Employee Assessments, Rationales and Justifications for Appointments, Questions and Answers, Reference Check information, Staffing Summaries, etc. for ES-03, 04, 05 and 06 and SI-08 positions.) for executive (EX)

(Dir AICFI, Dir. Treaty Policy.), and non-executive positions (SI, CO, PM, AS). Reference: David Balfour, DG APG 613) 993-2574

87. April 2007-March 2008. **Department of and Fisheries Oceans, OHSARS, Habitat Program Services Branch**. Advise senior management on the classification processes involved in the restructuring of the Branch, and conduct an organizational analysis of the 5 existing positions and requirements of the Habitat Information Services Group, (4-AS, 1-CS) drawing on a previously prepared document and adjusting as required based on evidence, then prepare work descriptions to a classifiable state, provide draft classification evaluations, and provide operational staffing services to staff said positions. Reference Wendy Morrell Advisor Habitat Information Tel 613-991-1282, fax 613-993-3321, or Doug May then the A/Director HPSB, now Manager SPC at Public Safety Canada tel:613-949-1508
86. March 1- May 3, 2007. **Office of the Director of Compensation, Office of the Commissioner of Judicial Affairs**. Review documents regarding the reclassification of position 00C-00031, currently the Executive Director and General Counsel, CJC to the title of Executive Director and Senior General Counsel, CJC, and the creation of a new position of General Counsel, Judicial Complaints, revising said documents for consistency of argument and other issues, providing a report on the organizational analysis that led to the submission for reclassification, and producing a relativity study of the proposed LA-3B with other positions as supplied by the Department of Justice, or the CJC Executive Director . Chair a classification committee to consider the case of reclassifying position 00C-00031, currently the Executive Director and General Counsel, CJC to the title of Executive Director and Senior General Counsel, CJC, and the creation of a new position of General Counsel, Judicial Complaints, preparing a committee report, consulting with committee participants and the Director of Compensation FJA with regard to the committee's deliberations, producing a final committee report incorporating changes as appropriate, arranging for the signing of the report, and presenting the report to the Director Compensation and the Commissioner, FJA.. Reference: Colin Gascon, Director Compensation – now (Oct 2016), Executive Director Executive Services and Talent Management, Global Affairs Canada Tel: 343-203-1943, e-mail/courriel: colin.gascon@international.gc.ca
85. **March 2007. Natural Resources Canada, Office of the ADM Minerals and Metals Sector**. Carry out an organizational analysis to develop up to three possible options for a redesign of the top two management levels of the Minerals and Metals Sector for presentation to the new incoming ADM Minerals and Metals Sector. Reference: Wanda Hoskin, Senior Policy Advisor to the ADM, 613-996-1069
84. December 2006- March 31, 2007. **Department of Fisheries and Oceans, Aboriginal Policy and Governance Directorate**, Fisheries and Aquaculture Management and OCCOE. Complete a detailed classification review and update of position 116 (a PM) in the Aboriginal Policy and Governance Program in Ottawa and participate in a classification committee for the position and prepare the committee report. Reference: David Balfour, DG APG (613) 993-2574; Kathryn Swedlo, Senior National Organization and Classification Advisor, Nanaimo BC Tel: Telephone : 250-756-7301; Fax : 250-729-8370
83. December 2006- January 2007. **Finance Canada. IT Security, Information Management and Technology Directorate, Corporate Services Branch**. Meet with Chief IT Security and/or his coordinator, to obtain existing job descriptions, documentation respecting current and new areas of IT and IT security specialization to be incorporated at each level and proposed organization charts for CS-04 Chief, IT Security (including

Departmental IT Security Coordinator duties), three CS-03 Senior IT Security Officers, two CS-02 Security Officers, and two CS-01 Junior IT Security Officers; review existing texts, interview incumbents, and draft new job descriptions and draft classification rationales. Reference: Robert Deschenes, Chief IT Security. Tel: 613-996-9621, Fax: 613-995-3050. Cost: \$10,625 plus hst.

82. **November- December 2006. Canadian Human Rights Commission.** Provide advice on the classification processes for determining the allocation of a senior management position (newly created DG Knowledge Centre) to the LA or EX Groups, and draft an appropriate work description and classification rationale. Reference, Ian Fine, Director General and Senior General Counsel, Dispute Resolution. (613) 943-9090
81. July -October 2006. **Department of Fisheries and Oceans, Policy Sector.** Develop up to twenty five (25) National Model Work Descriptions (NMWDs) (generic work descriptions) for conversion of ES and SI positions to the EC Group using both the current ES and SI Classification Standards and the EC Classification Standard to ensure the models' levels can be confirmed under the ES Classification Standard, and are classifiable under the EC Classification Standard. Included in the process was providing advice to senior management of the Policy Sector and of managers of ES's and SI's on the classification processes involved in a conversion, on the new EC Classification Standard, the differences between the EC and ES Standards, and the implications of these differences for the writing and evaluation of the work descriptions in part delivered through an information session with all ES/SI managers (some 20+ directors and managers in the room or by teleconference) to present the approach to be taken obtain information on their issues or knowledge of the new EC Classification Standard, the need to address the requirements of both standards, and to address their concerns with the possible risks for classification levels, and advise them on likely outcomes and the process that would be followed in the assessment and application of the models, and the options for recourse. DFO was the first department to submit its proposed EC work descriptions to TBS for evaluation. Reference: Lucie Lortie, Director, Sector Planning and Coordination Directorate, Policy Sector. (613) 991-4842
80. July 2006. **Canadian Judicial Council.** Review the senior legal complement of the Canadian Judicial Council secretariat, provide advice on organizational strategies and on the classification processes required to address workload issues of the senior level of the Secretariat, and draft both work descriptions and classification evaluation rationales for two senior law (LA) positions. Reference: Norman Sabourin, Executive Director and Council, CJC Secretariat. (613) 288-1566, ext 301, fax (613) 288-1575
79. July-August 2006. **Department of Fisheries and Oceans, Habitat Management and Environmental Science. Habitat Program Services Branch.** Prepare work descriptions and classification rationales for a new proposed ES-05 strategic planning and policy analyst, and a revised ES-06 broadening its mandate to incorporate supervising this position. Prepared SOMC's and Questions and Answers for both ES-05 and ES-06 positions. Reference: Brian Torrie, Director HPSB. (613) 993-7354, fax (613) 993-7493.
78. May-August 2006. **Canadian Firearms Centre (RCMP) Miramichi, N.B.** Provide advice on the classification processes involved in the review of the Central Processing Site (CPS) to the Manager Operations, and then carry out an organizational, job activities, and responsibilities analysis of the CPS; carry out a review of existing work descriptions for each of the eleven existing kinds of positions, i.e. CR, PM, AS and recommend changes as appropriate, including in particular the merits of the possible merging of existing positions, draft up to fourteen revised or new generic or unique work descriptions for the approx. 300 positions of the CPS. Reference: Lyne Deshaies then Manager, Operations CPS (now at

AAFC 613-759-6967), Jim Burns Acting Manager Operations CPS 506-624-5733, fax (506) 624-5024

77. June-July 2006. **Agriculture and Agri-Food Canada, Portfolio Coordination Secretariat.** Provide advice on classification processes involved in the creation of the new work descriptions for PCS to the Director, and provide work description writing and classification evaluation services for the creation of new ES 6, ES5, and AS work descriptions to implement the organization design for the Portfolio Coordination Secretariat approved by the Deputy Minister. Reference: Louise Mignault, Director 613-759-1062, Fax: (613) 759-1195
76. **February-March 2006. Agriculture and Agri-Food Canada, Portfolio Coordination Secretariat.** Provide organization design and development services to conduct an analysis of PCS, advice on the classification processes involved in determining appropriate occupational groups and levels, and develop recommendations on possible alternative structures, competencies, classification, staffing strategies, and relationships (governance issues) with the client organizations of PCS. Reference: Louise Mignault, Director 613-759-1062, Fax: (613) 759-1195
75. **March 2006-January 2008. Department of Fisheries and Oceans, Oceans and Habitat Sector (PPC).** Provide organization design and development services to identify based on analysis of organization charts, analysis of work descriptions, interviews with managers nationally, the optimal structure of up to 10 national model (generic) work descriptions for the 50 physical scientists (PC) of the sector. Present the proposed structuring of the positions and the classification processes involved to achieve the new structuring to regional managers (regional and HQ directors and managers combined about 25 participants) via meetings in NCR, e-mail, and teleconferences to refresh explanation of concepts established in the development of the PC NMWDs, on the adoption of national model work descriptions, obtain information on issues, explain options on handling issues (or take under advisement) and structure on obtaining feedback from employees, review feedback, make recommendations on changes in the structure of positions and/or structure of regional organizations, incorporate feedback received, and liaise with the DFO Centre of Expertise in Classification. In staffing, prepared National Model Statements of Qualifications for PC-05, 04, 03, 02 and 01 both standard and EA. Reference: David Villeneuve (now Sr Labour Relations Advisor, DFO) 613-993-1757, fax: 613-990-0035. Value: \$24,281.00, incl gst
74. February-March 2006. **Canadian Institutes of Health Research.** Develop new “role profiles” (work descriptions) using the CIHR proprietary Job Evaluation Standard, for fifteen positions in the Evaluation and Analysis Directorate. Reference: Peggy Borbey, Director, Evaluation and Analysis. 613-941-4350, Fax: (613) 954-1800
73. **January-February 2006. Department of National Defence, ADM Information Management.** Prepare revisions and updates to the work descriptions and classification evaluation reports on three Hay Plan positions, the Directors General, IM Project Delivery, IM Strategic Direction, and IM Technology (all existing and proposed EX-03s). Reference: MGen Glynne A. G. Hines (613) 992-5420, fax (613) 995-2189
72. October 2005. **Department of Finance, Law Branch, ADM’s Office.** Develop the questions and answers for an oral interview on competencies, and to develop an written test and proposed answers to exam the knowledge of potential candidates for the staffing of the position of Director, ATIP, Department of Finance, to be administered by the Public Service Commission. Reference: Paul Roy, (in 2005) Director of Finance and

Administration, Office of the ADM, now (Jan 2012) Director Business Management, SADMJ Justice Canada, Tel: 613-954-3890, Fax: 613-957-9949

71. September 2005. **Department of Justice, Policy Sector, Policy Integration and Coordination, Office of the Director General.** Draft a generic EC work description for each of the ES-06, ES-05, and ES-04 work descriptions used in the Evaluation Division/ program evaluation field at DOJ including the mapping of the ES factors on to the new 2005 EC model, and submit the texts to the project leader and/or team for review and comment. Reference: Stan Lipinski A/Deputy DG, PICS (Intergovernmental and External Relations Division) (613) 941-2267, or Clair Pelletier Policy Classification Advisor (613) 941-1857.
70. 18 July-30 November, 2005. **Industry Canada, Communications and Marketing Branch, Operations, Multimedia and Editorial Services Section.** Provide organization design and development services, and classification services to carry out an update of the organizational design of the Section, based on interviews with incumbents and a review of background documents prepare a work description and draft classification rationale EX under the EGPEP (Hay) for a proposed Director Multimedia Production; prepare a selection profile for the new position of Director Multimedia Production; and prepare a revised work description integrating the duties of the IS5 Team Leader Editors (19192) with the new duties as Head Editorial Services; prepare a revised work description integrating the duties of the former IS4 Senior Editor (English Language) and Quality Assurance Advisor with the work description of the Senior English Writer/Editor/Revisor; prepare a revised work description integrating the duties of the former IS4 Senior Editor (French Language) and Quality Assurance Advisor with the work description of the Senior English Writer/Editor ; and produce unique work descriptions for each of the editorial positions in the unit (four English and five French), and provide draft classification rationales for all. Reference: Ginette Robertson, Manager, Multimedia and Editorial Services Section (retired 2008).
69. May-June 2005. **Department of Justice. Francophonie, Justice in Official Languages and Legal Dualism.** Assist the General Counsel (Suzanne Poirier) address the organization and classification issues associated with key positions of Francophonie, Justice in Official Languages, and Legal Dualism in the Office of the Associate Deputy Minister of Justice Michel Bouchard through producing a new/revised work description and associated classification rationales and statements of qualifications for the Counsel and Manager Access to Justice in Both Official Languages, the position of administrative officer for the Justice in Official Languages Unit and for the General Counsel and Director FJOLLD in the Office of the Associate DM Michel Bouchard. Reference: Suzann Poirier, General Counsel FJOLLD. (613) 952-1119, fax (613) 946-3106
68. April-May 2005. **Department of Justice, Office of the Associate Deputy Minister of Justice Michel Bouchard.** Assist the EA and Counsel to the Associate DM of Justice Michel Bouchard to address the organization and classification issues associated with the executive assistant and administrative positions in the Office of the Associate Deputy Minister of Justice Michel Bouchard by drafting work descriptions and classification rationales for a proposed Senior Counsel position and two administrative positions. Reference: Joanne Taché, Senior Counsel Office of the Associate DM of Justice Michel Bouchard. (613) 957-4681, (613) 941-4074
67. March 2005. **Department of Justice. Francophonie, Justice in Official Languages and Legal Dualism.** Prepared an organizational proposal, two work descriptions and related classification rationales and statements of qualifications for the placement of the team of

researchers engaged to develop reference tools to assist legal counsel in the Department of Justice, and legal counsel across Canada understand the implications of the socio-cultural nature of Bi-Juralism, and the increased risk of avoidable litigation owing to the different socio-cultural linguistic practices (and hence interpretations) of the bi-juralistic law of Canada by different cultures, and in different provincial and territorial jurisdictions within which federal law is applied across Canada. Reference: Anne Des Ormeaux, Counsel. (613) 952-0516.

66. **December 2004-June 2005. Department of Fisheries and Oceans, Oceans and Habitat Sector (PPC).** Provide organization design and development services to identify based on analysis of organization charts, analysis of work descriptions, interviews with managers nationally, the optimal structure of national model (generic) work descriptions for the 400 biologists (BI) of the sector and the organizations to which they are assigned. Present the proposed structuring of the positions to regional managers (regional and HQ directors and managers combined about 25 participants) at workshop in Toronto (part of a national meeting) to explain concepts on the adoption of national model work descriptions, obtain information on issues, explain options on handling issues (or take under advisement) and structure on obtaining feedback from employees, review feedback, make recommendations on changes in the structure of positions and/or structure of regional organizations, incorporate feedback received, and liaise with the DFO Centre of Expertise in Classification. Reference: Valerie Heaman Senior Advisor (now Senior Advisor at Shared Services Canada 613-790-5054) and Reference: David Villeneuve (now Sr Labour Relations Advisor, DFO) 613-993-1757 , fax: 613-990-0035 . Value: \$21,875.00, incl hst
65. December 2004. **Department of Justice, Office of the Deputy Minister.** Assist the Acting EA to the Deputy Minister in preparing a new work description and classification rationale for the position of ADAG Aboriginal Affairs reflecting its horizontal responsibilities, and modifying the proposed Chief Legal Counsel, Public Law (proposed LA 3C) work description/rationale, and that of the new Senior ADM Policy (proposed LA 3C) to ensure clear accountability allocation among the positions as requested by the DM. Reference: Acting EA to the DM and DG Programs Branch (Carolina Giliberti now Executive Director, Departmental Secretariat Health Canada (613) 957-9515), Lyne Coté Director HRPP (613) 941-1879, or Jyoti Grewal Manager, Classification and Org. Design 613-952-8507.
64. October 2004-February 2005. **PWGSC/TBS, OCIOB, Organizational Readiness Office Office (contract funded by Treasury Board classification).** Update 25-30 draft model CS Group Generic Work Descriptions incorporating departmental and central agency feedback: review all documentation on the IT Career Continuum Project and comments received on the existing draft generic work descriptions, carry out a thorough review and revision of a set of five core (one for each level) proposed CS work descriptions to incorporate comments received and to streamline texts; carry out a classification evaluation of these five core work descriptions under the CS Classification Standard, and write the classification rationale narrative for the classification of these positions; carry out a revision of up to twenty other current work descriptions bringing them in line with the five core descriptions revised and produce classification rationale narratives in line with the five core work description rationales. Reference: John Devlin Organizational Readiness Executive Director's Office (613) 948-2925, fax (613) 946-9342
63. **October-November 2004. Department of Justice, Office of the Deputy Minister.** Assist the Acting EA to the Deputy Minister in preparing a new work description and classification rationale for the position of Senior ADM Policy subsequent to the retirement of Joy Kane replacing the EX-05 with an LA 3C making revisions as requested by the DM.

Reference: Acting EA to the DM and DG Programs Branch (Carolina Giliberti now Executive Director, Departmental Secretariat Health Canada (613) 957-9515), Lyne Coté Director HRPP (613) 941-1879, or Jyoti Grewal Manager, Classification and Org. Design 613-952-8507.

62. **September-December 2004. Department of Justice. Office of the Assistant Deputy Minister Corporate Services (Josée Touchette).** Provide organizational design advice on, and produce, revised work descriptions and classification rationales for the EX positions of Director of Human Resources Policy and Strategic Planning, and the Director of HR Operations, Director General, Human Resources Management, and a revised work description, classification evaluation and TB Submission for the position of ADM Corporate Services to reflect the proposed organization of the HR Directorate. References: Since Josée Touchette is no longer at Justice, either Corrinne Peppley (now at PSHRMAC 613-957-7176) or Lyne Coté Director HRPP (613) 941-1879, should be able to attest to this project.
61. **September-December 2004. Citizenship and Immigration Canada, Public Rights Administration Directorate.** Planned, developed, and managed the delivery of an organization design and development analysis project to review the operation and management of Public Rights Administration by CIC (some 52 direct positions 23 full time continuing, the rest terms and consultants), plus at least that many more distributed across the Department involved) to identify ways and means (governance, competencies, workload management processes) to bring CIC Public Rights Administration into compliance with the requirements of the Access to Information Act, the Privacy Act, and the Human Rights Act on a sustainable basis, as quickly as possible, at the lowest total cost to the Department. Reference: **Diane Mikaelsson**, (Jan 2012)DG Human Resources. (613) 941-7788, Fax. (613) 957-3882 (Ms Mikaelsson was DG Executive Services at the time of the project)
60. **March 2004- January 2005. Department of Justice. Public Law Sector.** Provide organization design and development and classification services required to prepare work descriptions, classification rationales (i.e. proposals for the creation of the subject positions based on proposed governance and competency models) and statements of qualifications for a new Chief Legal Counsel - Public Law (LA-3C), Senior General Counsel - Domestic Public Law (LA-3B), Senior General Counsel - International Public Law (LA-3B), then within a different organizational configuration for an Associate Chief Legal Counsel - Public Law Group (LA-3B). Part of the project was to prepare a briefing and hold a mini-workshop, as part of a planning meeting chaired by Oonagh Fitzgerald, for with all Sector managers to explain the process I was proposing for gathering information on their current complement of counsel, para-legals, and administrative staff, the business plan reasons why this current level might require adjustment upwards or downwards and why (retirement, work load, etc) what constraints existed on increasing numbers, and hence the need to be as conservative as possible, but to seek what was needed recognizing that in the final draft adjustments might be required. This included an explanation of the questions and the answers and obtaining a commitment to collaborate on completing the project in time to permit the submission of the business plan, then the conduct of individual interviews and consultations on the proposals put forward by each, and the preparation of two increasingly detailed drafts of a Human Resources Plan for the Public Law Sector (219 FTEs) defining the adequacy of the current complement of LA positions and levels as well as of paralegal positions (SI) and other administrative positions over the planning period – a requirement by HR prior to permitting classification and staffing of senior LA positions. Reference: Oonagh Fitzgerald (613) 866-4132.

59. July-September 2003. **Health Canada, First Nations and Inuit Health Branch, Strategic Policy and Planning Division.** Provide organization development and design analysis, and classification, services to the Director SPP and produce one unique ES-05, one generic ES-04, and one revised ES-06 work descriptions as well as addenda for the ES-04 to create two unique applications of the generic ES-04 work descriptions classifiable under the ES Classification Standard, prepare draft classification rationales, and liaise as required with HC HR specialists to achieve the classification of these positions. Reference: Catherine Adam, Director SPP (613) 957-7712
58. June 2003-March 2004 **PWGSC Maintenance Support.** Planned, developed, and managed the delivery of a project to provide Organization design and development, classification, and staffing services to assist in the reorganization of the Maintenance Support Unit (approx. 110 positions), evaluate outstanding classification issues (GT, GL) and draft four work descriptions and proposed classification rationales and other justification material for the update and/or reclassification of positions. Reference: Jeff Charlebois, Manager (613) 998-8619
57. April-September 2003. **HRDC Strategic Policy Branch.** Provide organizational design and development services for the delivery of Curriculum Development For the ES Community of Strategic Policy – Global Curriculum and First Module, Provide organization and classification knowledge specifically with the ES group in HRDC combined with training, curriculum development and organization development experience to provide counsel to develop a competency-based learning program for the ES's of Strategic Policy, and of HRDC to translate the architectural design of the program into concrete tools that can be used by members of the community for their professional development. Carried out with HRDC Senior Executives and Managers and in consultation with CCMD. Reference: Jocelyne Durand (in 2003) A/Chief, Career Development Programs, Management Services, Strategic Management and Modern Practices, Strategic Policy, HRDC (currently Jan 2012) with AANDC at tel: 819-994-7204; Fax: 819-9343-6103.
56. April 2003. **Department of Justice, Corporate Services Sector (Monique Collette).** Provide organization design services to the Senior ADM Corporate Services and CFO (SFO at that time) in the restructuring of the two most senior levels of the Corporate Services Sector and documentation required to submit the chosen structure to Treasury Board for approval (work descriptions, draft classification rationale, and Treasury Board Submission). Reference: Monique Collette was the Senior ADM at the time, now she is the President of ACOA. 506-851-6128; an alternate might be Corrinne Peppley the Director from HR associated with this project (now at PSHRMAC) 613-957-7176.
55. February-March 2003. **DIMPD AA for EAS, ADM (IM), DND.** Provided organizational functional guidance in work description writing and classification to implement the ***DND Enterprise Applications Services Concept of Operations***, developing and preparing job descriptions for one EX-03, one EX-02, two proposed CS-05's, and classification rationales and selection/competency profiles or statements of qualifications for each. Reference : Susan Quinn Tel. (819) 956-1904
54. January-February 2003 **Canadian Space Agency, Financial Planning and Analysis Division.** Organization Design services to examine the structure and mandate of the Financial Planning and Analysis Division, make recommendations on possible structures, develop the rationale for its reorganization, and prepare key work descriptions. **Reference: Odette St-André** (450) 926-4853, Fax: (450) 926-4999

53. Sept 2002-January 2003 **Department of Justice, Policy Sector, Office of the Senior ADM.** Assist the Senior ADM Policy (Joy Kane) restructure the Policy Sector to create a new position of ADM Policy and to create a new position of Deputy Executive Director of the National Crime Prevention Centre being integrated into the Policy Sector, including the writing of work descriptions (Hay Plan) classification evaluation reports, and Treasury Board Submissions in support of the creation of the new ADM level position. As Joy Kane has retired. References could be Corrinne Peppley the HR Director involved (now at PSHRMAC, Human Resources Council 613-957-7176), or Michelle Gosselin, DG PICS 613-952-8755.
52. 1 April 2002- 30 November 2007. **Canadian Federal Pilot's Association.** Provided organization and classification expertise in challenging Transport Canada's allocation of AO positions to other occupational groups, provided counsel on Transport Canada's project to create an amended AO Classification Standard, provided expert counsel to the CFPA legal counsel in a Section 58 Challenge on the allocation of three AO positions to other occupational groups, and appeared as an expert witness on behalf of CFPA before the PSLRB hearings chaired by Barry Done November 2007. Decision handed down in September 19, 2008 (Citation: 2008 PSLRB 42) in favour of the CFPA, and two appeals to the Federal Court of Appeal dismissed 2 July 2009. Reference: Greg Holbrook, National Chairman throughout this case. Tel: (613) 230-5476, Fax: 613-230-2668. Or Denis Brunelle, National Vice Chair throughout this project.
51. April 2002 **Justice Canada, Information Management Branch - Consultant.** Counsel on strategies for the restructuring of the IM/IT function in Justice Canada, and write two (2) EX work descriptions and draft classification evaluation reports. Reference: Simon Labrie (613) 941-3444
50. July-November 2001 **Health Canada, Information/Knowledge Management Division** - Carry out an organizational analysis, and suggested redesign to produce a new organization of the Information/Knowledge Management Division to address its rapidly evolving responsibilities, and to serve as a Departmental input to a Treasury Board Study on the structure and organization of the IM/KM function. Reference: Marie Lalonde (Director), 613-946-8011, fax: (613) 952-6407. (\$9,000.00)
49. April 2001 – June 2021. **Association of Canadian Financial Officers (ACFO).** Planned, developed, managed, and delivered projects to provide organization and classification services to the members of ACFO serving federal government departments and agencies including the assessment of existing FI work descriptions to determine whether they have been classified correctly, and where not prepare the arguments for, appear as an expert witness at classification committee hearings on the reasoning for a difference classification decision; evaluate work descriptions classified to the AS or other occupational groups to determine if they are properly allocated and if not, recommend they be challenged under the PSLRA s.58 before the PSLREB. Mr. Paquette has also advised ACFO on the merits of the exclusion of employees from the bargaining unit at NavCan under the Canada Labour Code, and on the exclusion of employees from the bargaining unit in federal departments under the PLSLRA. Since April 2001, Mr. Paquette has assessed some two hundred (200) unique, generic, and proposed unique or generic work descriptions, has advised departments on the writing and classification of FI work descriptions, has written FI work descriptions that were classified at the proposed level (by a number of departments), has been instrumental in obtaining agreement classification grievance committees on several grievances. Mr. Paquette has provided training to ACFO Labour Relations Advisors on classification in the Public Service and specifically on the application of the FI Classification Standard, and he has provided training to a government department on the

application of the FI Classification Standard. Mr. Paquette has prepared briefs, reports, and presentations to the Assistant Secretary for Classification at Treasury Board, and to the Comptroller General of Canada on the strengths and shortcomings of the 1987 FI Classification Standard.. Reference: Scott Chamberlain, LL.B., Director of Labour Relations and General Counsel, ACFO. Tel./Tél.: 613-728-0695 ext. 225 Fax/Télécopieur: 613-761-9568; e-mail/courriel: schamberlain@acfo-acaf.com

48. April 2001- March 2002 **Health Canada, Information Management Services Directorate**. . Advise on the UCS classification of IMSD positions, provide quality control on the writing of positions, represent the Branch in the conduct of Branch Reviews with Departmental HR specialists, provide presentations and counsel to IMSD employees, resolve disputes over the description and rating of work descriptions under the existing and UCS standards, provide interdepartmental comparisons and advice on strategic direction. Reference Tonette Allen (Director, RPMS) (613) 941-9242.
47. February –September 2001. **Department of National Defence, ADM Information Management**. Planned, developed, and managed the delivery of a project to prepare new Hay Plan work descriptions and draft classification rationales for all the executive direct reports to the ADM IM, pursuant to the adoption of the DND IM Strategy and subsequent reorganization of ADM IM, including those of the proposed DG IM Operations, DG IM Strategic Direction, DG IM Project Delivery, DG IM Knowledge Management and Innovation (all existing and proposed/modified EX-03s); prepare Statements of Qualifications for each of these, and assist the ADM IM and his Chief of Staff with the staffing of the position of DG IMPD (screening candidates, providing advice on dealing with the Public Service Commission over screening criteria, preparing the selection instrument (Qs&As) and rating guide Reference: Howard C. DICKSON, ADM IM (left the department in 2005 or 2006).
46. February-March 2001 **Library and Archives Canada. Information Technology Services Branch (now Information Technology Branch)** Planned, developed, and managed the delivery of a project to provide advice and recommendations on the strategy for the merger of the IT organization of the National Archives (NA) with those of the National Library of Canada, on the design, classification, and staffing of nine senior positions of the merged IT organization to serve both the NLC and the NA, including Two EX positions and classification evaluation rationales (EX3, DG ITSB; and EX1, Director R&S), three CS5's and others. Reference : Louis Forget (now retired)was the DG ITSB at the time, whether Peter Bruce the current DG ITB can attest to this I am not sure, but other may be able to. Tel: (819) 997-7223
45. November 2000-February 2001 **Health Canada Information Management Services Directorate (IMSD)** . Planned, developed, and managed the delivery of a project to evaluate the background documentation provided by the DG IMSD for a possible reorganization (restructuring, division and merging of units), conduct an analysis of possible allocation of functions, and develop recommendations on the allocation of functions to create an organization with the flexibility and responsiveness the DG IMSD was seeking. With the general direction approved, drafted the three key EX positions (EX3, CIO; EX-2, Ex.Dir. Client Services Centre, EX-2, Ex.Dir. Network and Systems) and the six first level of direct reports (CS5's) to implement the transformation (including draft classification rationales). Reference: (John Riddle, CIO at the time retired, however the current CIO was present for at least part of that reorganization, Christina Hastings current CIO- Health (613) 954-8713; Fax: (613) 952-8635.
44. May 2000- March 31, 2001. **Public Service Commission, Personnel Psychology Centre..** . Provide organizational design consulting services to the DG PPC on optional

approaches to the description and classification of client services activities delivered by three positions. Reference: Maryse Brunet-Lalonde, Director General (613) 996-8841

43. February 2000- March 2001. **Health Canada, Information Management Services Directorate**. Advise on the UCS classification of IMSD (CS) positions, provide quality control on the writing of positions, represent the Branch in the conduct of Branch Reviews with Departmental HR specialists, provide presentations and counsel to IMSD employees, resolve disputes over the description and rating of work descriptions under the existing and UCS standards, provide interdepartmental comparisons and advice on strategic direction. Reference Brenda Hayward Project Manager (1999-2000) 613-946-9263; Tonette Allen (Project Manager 2000-2001) (613) 941-9242.
42. July- December 1999. **Department of Fisheries and Oceans, Central and Arctic Region (Winnipeg)**. Planned, developed, and managed the delivery of a project to provide organizational design and functional guidance on the structure and functions of the Central and Arctic Region of DFO, provide fourteen (14) work descriptions in UCS format for UCS evaluation, provided advice on the evaluation of UCS work descriptions, provided advice on classification under current standards, and wrote classification rationales for each work description using existing classification standards for AS, PM, CO, IS, ES, BI, CR and ST-SCY to permit immediate classification and staffing. Client Reference: Helen Fast (UCS Coordinator), Tel: (204) 984-3483; Fax: (204) 984-2403
41. February 1999- January 2000 **Department of Fisheries and Oceans, Oceans Sector, Oceans Directorate**. Planned, developed, and managed the delivery of a project to provide work descriptions and rationales necessary to permit the staffing of positions necessary to create the various branches of the new Oceans Sector providing advice on proposed structures and classification, and providing work descriptions for the creation of eighteen new positions in UCS format for UCS evaluation with sufficient information to classify the positions using current standards, and providing classification rationales for each for current standards (for 2-PM, 4-ES,1-FI,1-CR,1- CO,2-BI, 2-PC, 5-AS positions) for immediate staffing; liaise with DFO classification specialists on classification. Client Reference: Daniel McDougall, (DG, Oceans): Tel:(613) 990-0001 Fax: (613) 990-4810, or Kathryn Bruce, (former DG, Oceans): Tel: (819) 994-8178; Fax: (819) 953-7177
40. August 1998- March 2000. **Department of Fisheries and Oceans, Oceans Sector** (Set-up and UCS) Provided organization design counsel to the ADM Oceans, to the DG Oceans Directorate, and to a number of managers of Oceans and Science in Ottawa and Winnipeg. Wrote twelve (12) work descriptions UCS evaluations, classification rationales, resolved classification issues with respect to level and allocation (for 2-PC, 1-BI, 4-AS, 1-ES,1-SE-RES, 1-PM positions). Provided counsel on the resolution of UCS writing and assessment issues, quality control reviews and re-writes off thirty-five (35), science PC, BI, and other UCS work descriptions. Reference: Lorraine Touchette (613) 990-6930
39. September 1998- March 1999. **The Leadership Network (A Department)**. Design of new organization: wrote fourteen (14) new work descriptions, including AS, CS, ES, FI, PE, and PM groups of various levels in the UCS format, as well as the classification rationales required for the TB 330's to classify these positions under the respective (older) standards. Reference: Gilles Vezina telephone (613) 996-9285.
38. September-October 1998 **Canadian Tourism Commission, The Alternative Marketing Services Group** Planned, developed, and managed the delivery of a project to assist in creation of new organization, providing advice and writing an EX and evaluation report, a

- CO-02 and an IS06 with classification rationales for TB 330's. Reference: Pierre Gauthier, Telephone 613-954-3956.
37. September-December 1998. **Citizenship and Immigration Canada, Communications Branch.** Write forty-one work descriptions in the UCS format, of which thirty(30) were unique, and the other eleven (11) were variations. Reference: Lois Lohmann, telephone (613) 941-7723, or Ian Wilson telephone (613) 941-7731, or H el ene Arial, Telephone (613) 941-7026.
 36. May 1998. **Agriculture and Agri-Food Canada. Market and Industry Services.** Write four Hay Plan work descriptions for one EX3 and3 EX-1s. Reference: Gilles Lavoie (957-7078) and Chris Klus (of KPMG) (598-3680).
 35. March-April 1996. **International Joint Commission, Canadian Branch.** Planned, developed, and managed the delivery of a project to provide an analysis of the organization to advise the Executive Director and the Canadian Commissioners and Canadian Chair on the efficiency and effectiveness of the existing organization, and on recommendations for change in the structure of the organization, functions and positions required (through elimination, expansion or merger of separate functions, units, or positions), and staffing strategy. Reference: George Rejohn, Acting Executive Director (995-0113).
 34. November-December 1994. **JUSTICE Canada, Research and Development** Directorate, Office of the Director General. Planned, developed, and managed the delivery of a project to provide a new organization structure for the implementation of changes to the mandate of the Director General and creating a series of eight new positions (work descriptions and rationales for anEX3, 2 ES7's, 2 ES6s; and 2 ES5's, and an ES4.) The EX3 produced in English and French, the other positions produced in English only. Provide counsel respecting on two other positions (an ES5, and an IS2)Reference: Richard Berger, Director General (957-8281)
 33. May-October 1993. **Canada Employment And Immigration Commission (CEIC), EMPLOYMENT, Occupation and Career Information Branch** Planned, developed, and managed the delivery of a project to develop a rationale for reorganization, structure of reorganization (merging, eliminating, and expanding functions and activities), briefing notes for DM and ADM, write six (6) EX and ES position descriptions, write classification rationales, write framework to create special operating agency. Reference: Lionel Dixon, Director General 953-7432, Margaret Roberts, Director Occ Systems 953-7461, and Jo-Ann Sobkow Director Career Information 953-7448.
 32. August-October 1993. **Canada Employment And Immigration Commission (CEIC), SPP, Research Coordinator, PPA** Provide advice on organization structure and classification options. Write EX-03, 3ES7's, 3ES5's (and wrote 3 additional ES5 variants) with associated draft classification rationales. Reference: Jean-Pierre Voyer, Research Coordinator, Policy and Program Analysis.
 31. May 1993. **Canada Employment And Immigration Commission (CEIC), Strategic Policy and Planning Group, Unemployment Insurance Analysis Directorate** Planned, developed, and managed the delivery of a project to provide organizational design, advice on classification and staffing; Revise 1ES7, 1ES5, write 1 ES6 and 2 ES5 job descriptions with draft classification rationales to reflect new mandate acquired. Reference: Danielle Labont e, Chief U.I.Policy Analysis (997-0087)

30. January-March 1993. **Canada Employment And Immigration Commission (CEIC), SPP, LMOSA, Cross Sectoral Strategies and Analysis Directorate** Planned, developed, and managed the delivery of a project to provide organization and classification advice to the Director General LMOSA and to the Director CSSA. Draft a mandate and rationale for the organization, recommend an optimal structure for the organization to carry out its mandate. Based on approved mandate and organizational structure chosen, draft up to six EX and ES position descriptions with proposed classification rationales. Reference: Michael Nicod, Director (994-1780).
29. November 1992-July 1993. **PSC, Program Evaluation Division** Planned, developed, and managed the delivery of a project to provide organization and classification advice on GE conversion for Program Evaluation, Internal Audit, and External Audit for level comparability (PE, AS, ES positions). Draft AS7 AS6, AS5, AS2, CR4, and OCE3 position and work descriptions, develop functions and competencies matrices for the Program Evaluation, Internal Audit, and External Audit position/work units, provide advice on the PE work descriptions of External Audit in relation to maintaining the relativity of work descriptions between External Audit, Internal Audit, and Program Evaluation; preparing and presenting a half-day workshop on the drafting of UCS (UGEP) work descriptions for personnel of Program Evaluation and Internal Audit. Reference: Robert Lahey, Director, Program Evaluation (992-8592)
28. June-July 1992. **CIDA, Institutional Cooperation and Development Services Division** Provision of advice on the clarification of accountabilities and the writing of two position descriptions for three positions to reflect a realignment in accountabilities. Reference: Louise Chartrand, Admin. Asst to the Director General (994-0021)
27. March- April 1992. **CIDA, Policy, Systems and Liaison Division Canadian Partnership Branch** Provision of advice on organizational design and human resource management issues, write six position descriptions for positions ranging from AS-06 to CR-04. Reference: Jim Hurd, Director, Information Management (997-0593).
26. April-July 1991. **CIDA, Human Resource Planning** Conduct research and analysis to develop a skills / competencies matrix of the Administrative and Support Career Track (CR1-SCY1- OCE1 through AS4) at CIDA to serve as a basis for the development of a Professional Development Plan for the incumbents of positions in this career track. Reference: Sheilagh McFadyen 994-4402.
25. June 1991. **EMR, Technology Marketing Division** Provide counsel on and write a position description for the reclassification of an AS1 position to an AS-2. Reference: Keith Belinko, Director, 995-4267. June 1991
24. January-March 1991. **Canada Employment And Immigration Commission (CEIC), Innovations Branch, SPP** Planned, developed, and managed the delivery of a project to provide counsel on organization and classification options of EX, ES, and PM positions, draft rationale for reorganization, draft eight position descriptions and classification rationales. Reference: Louise Bourgault, Director General, 953-1832.
23. January 1991. **Canada Employment And Immigration Commission (CEIC), Strategic Policy and Planning Group Office of the Senior ADM** Provide a rating, comparisons, and talking points respecting the classification of an EX 3 position for the Senior ADM. Reference: Larry Gagné, Manager Group Services, 994-2620

22. Nov-Dec 1990. **Canada Employment And Immigration Commission (CEIC), Youth Affairs Branch** Planned, developed, and managed the delivery of a project to provide organizational and program analysis, organizational design, advice on classification and staffing; write one EX job description; write rationale for a reorganization for the consideration of classification. Reference: Judith Moses\Virginia Miller, Director General, Youth Affairs, 997-6406
21. July-October 1990. **Canada Employment And Immigration Commission (CEIC), Strategic Policy and Planning Branch.** Organizational and program analysis, organizational design, advice on classification and staffing; write 2 EX, 26 ES, one SI, and one AS work descriptions and classification rationales. Reference: Ging Wong, Project Manager, Labour Market Outlook and Structural Analysis Directorate, 994-2280 1990
20. November 1989-January 1990. **EMR, Organization and Classification** Planned, developed, and managed the delivery of a project to provide a study and recommendations, through interview of key players throughout Surveys and Mapping Sector, of the validity of the classification of EG-ESS and DD positions and the relationship of positions in Sherbrooke to positions in Ottawa in light of the EG-ESS settlement. Reference: Pam Leblanc, 995-9229
19. July-October 1989. **DIAND, Natural Resources and Economic Development Branch** Planned, developed, and managed the delivery of a project to provide organizational analysis, write a rationale for submission to TB including the reasons for the change, the proposed changes in structure, the organization and classification implications (actions required by TB) the impact on the ratings of the existing and proposed positions and the resourcing of all EX positions; write three EX and ES job descriptions and associated draft classification rationales. Reference: Hiram Beaubier, DG 997-9381
18. July -October 1989. **EMR, CANMET, Research Program Office** Planned, developed, and managed the delivery of a project to provide Organization and program analysis, organization design and advice on classification options; write 19 AS, EX, REM, PC, CR, CS, and SCY job descriptions and draft classification rationales; write an analysis of the need for reorganization, and the rationale for the proposed reorganization with a detailed functional analysis for all positions. Reference: Roy Sage, 995-4060
17. April-July 1989. **CIDA, Special Programs Branch, NGO Division** Planned, developed, and managed the delivery of a project to provide Facilitate the analysis of the organization and allocation of accountabilities to improve effectiveness and efficiency; construct functional analyses of all groups and levels and make recommendations on changes in functions of all 30 PM, CR, and SCY positions. Reference: Kendel Rust, Regional Director Asia, 997-1784
16. December 1988- March 1989. **EMR, CANMET, Technology Marketing Division** Planned, developed, and managed the delivery of a project to provide organizational analysis and design, advice on classification, liaison with classification; write 10 AS, CO, ES, EX, IS, CR, and DD job descriptions and draft classification rationales; provide advice on TB presentation. Reference: Dr. Keith Belinko, Director 995-4267
15. October-December 1988. **PUBLIC SERVICE COMMISSION** Planned, developed, and managed the delivery of a project to provide organizational analysis, advice on classification options; write 3 EX, SM, and AS job descriptions with draft classification rationales; provide advice on drafting the rationale for the new organization. Reference: Lise Pigeon, Secretary General, 996-4814

14. September-October, 1988. **Health and Welfare Canada, Health Services and Promotion Branch , Health Services Directorate.** Provide advice on options open to the client as to the classification of his position, draft one AS-6 position. Reference:, Thomas J. McGovern, Manager, Program Administration, Institutional and Professional Services Division, , HWC 954-8657 8-9/1988
13. April-December 1988. **DIAND, Natural Resource and Economic Development Branch, Mining Management and Infrastructure Directorate.** Planned, developed, and managed the delivery of a project to provide organization analysis and design, advice on classification options, liaison with classification, advice on reorganization rationale, wrote 13 EX, ES, CO, PC job descriptions and draft classification rationales. Reference: Dr. Joseph Lazarovich, Director, 997-9828
12. February-March 1988. **EMR, Mineral Policy Sector, Mineral and Metal Commodities Branch** Planned, developed, and managed the delivery of a project to provide advice on strategic direction, organizational analysis and design; 12 EX, SM, ES job descriptions; classification rationales and presentations to HR, TB rationale. Reference: William McCann, DG, MMCB 992-4482.
11. February-March, 1988. **EMR, Mineral Policy Sector** Mineral Strategy Branch, International Mineral Affairs Division. Organization analysis; one AS job description; reorganization rationale for classification. Reference: Gordon Peeling, Director 995-9466
10. December 1987-February 1988. **Environment Canada – National Water Research Institute. (NWRI).** Organization analysis and advice; write 9 AR, EG-ESS, AS, and CH job descriptions. Reference: Susan Nameth 416-336-4656.
9. August-September 1987. **Transport Canada, Air Statistics and Forecasts Branch.** Organization analysis; 16 ES, SI, and CR job descriptions. Reference: M.G. (Mike) Baker, Director, Air Statistics and Forecasts Branch 990-3818

AS AN INTERNAL CONSULTANT

8. May-October 1985. **EMR, Mineral Policy Sector** Organization design, staffing recommendations for the EX, ES, SI, AS, and CR positions of 150 person Mineral Policy Sector. Reference: Pierre Perron: Associate Deputy Minister.
7. December 1981-November 1982. **EMR, Mineral Policy Sector** Organization design, analysis; write 6 EX/SM job descriptions and reorganization rationale, conduct consultations with classification specialists for TB presentation arguments on appropriate levels. Sponsor positions at classification committee. Reference: C.G. Miller, ADM Mineral Policy Sector
6. November 1981- March 1982. **EMR, Mineral Policy Sector** Development of an employee profile and skills Inventory of the Sector's 150 employees, and a competencies matrix for all classifications used by the Sector as basis for retraining strategy. Development of training strategy targeted to address skill and knowledge deficiencies. Reference: C.G. Miller, ADM Mineral Policy Sector.
5. August- December 1981. **EMR, Mineral Policy Sector.** Provide formal evaluation (assign points and prepare rationale) for conversion of 60 ES positions negotiate/consult with TB over point allocation and the modification of the ES Standard benchmarks -- nineteen

positions "green-circled", six positions "red-circled", thirty five positions unchanged.
Reference: R.D. Hutchinson (A/ADM), C.G.Miller, ADM Mineral Policy Sector.

4. April- July 1981. **EMR, Mineral Policy Sector**. Organization design, analysis; 5 EX, and 60 ES positions; argumentation for Associate DM (Pierre Perron), draft rationale for TBS for reorganization. Sponsor of positions at classification committee. Reference: R.D. Hutchinson, A/ADM
3. January- April 1981. **EMR, Mineral Policy Sector** . Coordinate the rewriting of all 60 ES positions for conversion to new standard, evaluate all position descriptions for submission to HR Classification, and provide advice to managers on content and structure of draft ES positions. Reference: W.G. Jeffery/ R.D. Hutchinson ADM and A/ADM.
2. April-June 1980. **EMR, Mineral Policy Sector** . Organization design, analysis; write 5 SX job descriptions, rationale for TB. Sponsor of positions at classification committee . Reference: W.G. Jeffery, ADM Mineral Policy Sector.

AS A UNION OFFICIAL

1. April- September 1976. **Economists, Sociologists and Statisticians Association** Negotiate as Vice President and ex-officio Vice Chair, and chief strategist, of the Classification Committee a reclassification of, and new classification standard for, the 2700 ES positions in the Public Service. Reference: Kenneth J. Eaton, President, ESSA.