

JOSEPH C. HORAN, CHRP

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PROFILE: Strategic, tactical, innovative and results-oriented businessperson with strength in integrated Human Resources business solutions.

ACCOMPLISHMENTS – STRENGTHS**Human Resources Advisor to an Organization and Management Coach**

As an employee

- Director Human Resources, Security and Official Languages at CRTC for twelve years.
- Chief of Human Resources Operations (staffing and classification) at CRTC for five years.
- Management coach to supervisors, managers and executives of CRTC.

As a consultant

- Head of Human Resources to a social services agency for one year.
- HR Advisor to Director at PWGSC resolving composite HR operational issues.
- Management coach to supervisors and managers of a social services agency in a very confrontational union environment.

Classification, Organization and Governance Review

As an employee

- Federal government Classification experience since 1971. Accredited classification officer (TB-453). Took 14th course in classification in 1971.
- Strategic organization and development advisor to four successive senior ADM's over 16 years.
- Strategic compensation, classification and pay and benefits advisor to four successive senior ADM's over 16 years.
- Recommended CRTC organization changes based on program requirements, work analysis and costing and implemented organization changes, including job descriptions and classification.
- Leader on all classification conversion projects at CRTC for over twenty years.
- At CRTC developed and implemented departmental classification program and training of managers in classification and work description writing.
- Monitored all classification standards application and inter group effects on overall fairness and employee morale
- Skilled evaluation committee leader. Loaned to Treasury Board for nine months, three days per week to chair classification conversion committees for Senior Management and Executive conversion of 1980 and 1981. Co-chaired test committee to evaluate Hay Plan below SM level.
- Skilled in compensation. Departmental pay unit reported to me for twelve years. Knowledgeable about all government collective agreements, terms and conditions for excluded, executive and Governor-in-Counsel employees and benefit programs.
- Private sector experience with Otis classification system as only company classification officer prior to federal government service. Company had 5,000 employees. Took Otis classification course at McGill from Dr. Otis.
- CRTC lead in Universal Job Evaluation Project attempt of 1992 at CRTC.

As a consultant

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- Trained in Universal Classification System job writing and evaluation. Three years experience with UCS plan including training, model development using committees, quality review, classification committees, coaching, mapping to models, etc.
- Facilitated model development committees and wrote generic work descriptions with the committees at DND for almost two years as part of task force. Great believer in well developed methodologies so you can concentrate on committee dynamics and their thinking process. Quality control and editing of models developed by others. Editing often required reconvening a committee and leading them through the generic work description(s) and then keyboarding the changes.
- Current experience with executive organization, including the effect of governance structure on organization of department and individual EX positions. Also current experience in classification and writing executive work descriptions for five departments in Hay System.
- In 2001, did study of and report on Occupational Safety and Health and its placement in the organization for Yves Poirier (990-2910) at DFO.
- In 2001, conducted one month management study of the 46 person IT unit in HR, its organization, skill profile and relationship with other parts of HR and recommended courses of action to improve success of the unit for the responsible DG and the ADM at the RCMP.
- Management consultant to RCMP HR Sector with respect to organization, allocation of responsibilities and work descriptions as part of the implementation team for strategic alignment of HR with business operations and delivery of administrative and transactional HR using automated means, most notably using IT solutions.
- Wrote all work descriptions for International Policing Branch and some for Training Centre of RCMP.
- DND DRDC writing, rating and staffing DND counter-terrorism secretariat for science and technology initiatives. Worked for Dr. Walker, Cam Boulet, & Shaye Friesen
- Continuous hands-on experience with classification legacy systems since 1971.
- Classified over 100 work descriptions in legacy systems in last 36 months for DND.
- Have written work descriptions for whole range of departments as a consultant in legacy systems and in the Hay format (EX's).
- Current operational classification experience with EC, one year.
- Current experience at PSHRMAC with EX classification for Leadership Network and HR branch.
- Service Canada experience in development and rating of generic work descriptions, national audit of Human Resources Assistants, and audit, organization analysis, and rewriting of entire telecommunications and videoconferencing services functions (Shaun Gagne mgr).
- Because I initially had a technical education (Ryerson Polytechnic) and associated experience scientific, engineering, technical, and trades jobs are very easy to understand and write.

Staffing

As an employee

- Head of staffing and classification operations and then Director of HR for over 17 years in total. Developed competency reviews with respect to work streams and staffing strategies to recruit new professional employees from related industries with appropriate competency profiles. Have staffing accreditation (PSC-A1137) and TSSA clearance.
- Recruited senior professional and executive staff.

As a consultant

- DND DCDS staffing senior AS positions. Reference Mike McMullin Dir. Resource Services for Chief of Intelligence ph. 945-7842.

November 11, 2005 Approved for PWGSC HR Support Services NMSO # E60ZG-03001/040/ZG beginning April 1/05 for all classification activities and alternative dispute resolution, and operational staffing. Workstreams: A, B, C, D, E, F, and H.

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- DND DRDC writing, rating and staffing DND counter-terrorism secretariat for science and technology initiatives. Worked for Dr. Walker, Cam Boulet & Shaye Friesen
- A recent assignment was reviewing and modifying staffing systems, writing desk top procedures for staffing assistants, officers, leaders, and managers, establishing a computer-based document repository and reviewing and modifying automated business reports. Reference Diane Wagdin ph. 991-8301.
- HC in operational staffing.

Policy Development & Change Management

As an employee

- Developed human resources policies, procedures and systems for CRTC as well as divisions of work for the Personnel Branch.
- Mastered implementation of change technically in automation industry and as organization advisor to senior ADM.
- Applied process reengineering principles learned in automation to Human Resources. Became fully conversant with technology (automation, instrumentation and telecommunications) both in operations and management.
- Experienced in change implementation using written communication and conducting town hall meetings with thirty employees at a time to inform and encourage their positive participation (at CRTC).
- Developed policy, procedures and systems for state-of-the-art training program, using competency measures for each work stream and levels within the work streams. Training was integrated into performance evaluation, individual development to working level and optional personal career planning. Managed delivery of eight training days per employee per year.
- Established computer training and training room facilities; training video library; in-house continuous literacy training program and in-house official languages training program at CRTC.

Industrial Relations

As an employee

- Full time collective bargaining negotiator in the private sector prior to federal government service.
- Personally managed relations for CRTC with four different unions for twelve years. Administered over a dozen different collective agreements, grievance processes, disciplinary process, workers' compensation processes, health and safety, disability case review, leave management and conflict of interest. Managed complex staff relations cases where employees exercised many different re-dress mechanisms and mediated employee problems seeking novel solutions. Applied principles of ADR as frequently as possible.

As a consultant

- Head of Human Resources for social services agency as a contractor, mostly labour relations and some staffing and classification. Dealt with back to work protocol and post strike labour unrest after a nasty strike. Managed seventy disciplinary actions, grievances, both protocol and regular grievances and released about ten people during a one year period. No action went to third party. Conducted many formal investigations often with release or extensive time off without pay as the resulting management action. All but one investigation completed within one week. Wrote all disciplinary and release letters, investigation reports and grievance replies. In some cases acted as final level grievance officer in lieu of Executive Director. Applied principles of ADR to decrease hostility of employees to their work environment in an initially very hostile environment. Gained respect of the local union (PSAC) for fairness and reasonable steps.

WORK HISTORY

Management Consultant , Horan Human Resources	1994 - present
Coordinator of Classification Task Force , Canadian Radio-Television & Telecommunications Commission, Ottawa, Ontario <i>(Conversion of positions to new single classification standard, a pay equity initiative. Reporting to Sr. Asst. Deputy Minister.)</i>	1992 - 1994
Director Human Resources, Security and Official Languages, CRTC <i>(Reporting to Sr. ADM. - Employees - 12, Budget - \$1 M. - 425 employees, mostly sr. prof.)</i>	1981 - 1992
Chief of Human Resources Operations , (staffing and classification) CRTC	1976 - 1981
Chief of Classification , CRTC	1973 - 1976
Classification Officer , Department of Environment,	1971 - 1972
Collective Bargaining Negotiator , Canadian Pacific Hotels, Toronto	1970 - 1971
Classification and Benefits Policy , Pilkington Glass Co. Toronto	1968 - 1970
Major Accounts Sales Representative , Ontor Ltd. Toronto National sales agency for measuring and automatic control devices. Work was process analysis and recommendations for measuring and automatic control devices.	1965 - 1968

PERSONAL DATA

Education:

- **Diploma in Instrumentation and Chemistry**, Ryerson Polytechnic, three-year study of automation stressing the process industries including **Process Analysis, Theory of Measurement and Control**, Physics, Mathematics, Chemistry etc.
- **Bachelor of Commerce** *(mostly by extension)* University of Ottawa – Ottawa
- **Alternate Dispute Resolution and Mediation**, University of Windsor Faculty of Law, two four-day courses.

Accreditations and Security:

- **Certified Human Resources Professional (CHRP)**, a national accreditation
- **Certified Classification Officer (TB-453) and Certified Staffing Officer (PSC-A1137)**
- **TSSA clearance at CSE**
- **Secret at RCMP**

Relevant Personal Skills:

- Supervisory and management skills developed over entire career. Spent thirteen years as SM and EX in Human Resources.
- Mediation and communications skills developed in private sector sales, collective bargaining, public sector management and through alternative dispute resolution courses from University of Windsor.
- Facilitation and change management in automated industries, in government as Director of Human Resources and in private sector as HR consultant.
- Extensive consultation experience.