

ERWIN FRAZER, HR Consultant
Clearance: **SECRET (95581372)**
Language: **ENGLISH/FRENCH (CCC/BBB)**

EDUCATION

McGill University, Montreal Quebec
Bachelor of Science Degree (Major in Psychology, 1968)

CERTIFICATION

Certified ACS-SP CRA Corporate Organization and Classification Division - March 2007

PROFESSIONAL SUMMARY

Erwin Frazer is a Human Resources Consultant specializing in the writing, revision and updating of non EX generic and unique work descriptions and classification rationales for technical, professional and administrative occupation groups in Federal Government Departments, Separate Agencies and Public Service Unions, Erwin has consulted with and undertaken this work for :

- Agriculture Canada
- Canadian Space Agency (David Florida Laboratory)
- National Defence (Chief of Defence Staff)
- Canadian International Development Agency (CIDA)
- Communications Security Establishment
- Correctional Service Canada
- Canada Revenue Agency
- Department of Foreign Affairs and International Trade
- National Defence Ombudsman
- Health Canada
- Human Resource and Skills Development Canada
- Indian and Northern Affairs Canada
- Professional Institute of the Public Service
- Public Service Disclosure Protection Canada
- Public Works and Government Services Canada

Mr. Frazer is former employee with 33 years experience in the Federal Public Service. He is an experienced human resources consultant and project manager with extensive experience in the provision of high level advice at the most senior levels of the public service. Some of Erwin's past experiences related to renewal projects, such as: the evaluation of departmental programs, the privatization of airports, a-base reviews, conversion monitoring, change management, preparation for auditor general activities, interpretation of the standard, weights and levels, database analysis operations reviews, the Universal Classification Standard.

Erwin has also managed the process of organizational reviews and developed recommendations for policy, process and organizational change to meet client and corporate requirements in the areas of Translation, Engineering, and Telecommunication sectors.

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He has managed some of the implementation aspects of these changes including the development of the organizational change proposals dealing with resource impacts, strategic plans and human resource plans. This also included communication requirements for dealing with employees and unions and a look at the safety implications of some of these initiatives.

PROFESSIONAL EXPERIENCE

**Project 18 Fisheries and Oceans Canada
September 2011-March 2012 (7 months)**

The Contractor is to conduct a detailed classification review of 28 National Model Work Descriptions (NMWDs) for the Organization and Classification Centre of Expertise (OCCOE) at Fisheries and Oceans Canada (DFO). These 28 NMWDs are located in the Integrated Technical Services Directorate of the Canadian Coast Guard Agency.

Model work descriptions were reviewed by the consultant and work description questionnaires were developed for each model to flesh out the meaning of the Key Activities and the factors related to the Classification Standard for the Occupation Group Structure using the operational files provided by DFO which this model seemed to fit e.g. using the example of the GT (General Technical) occupational group, we explored the evaluation factors of Knowledge, Technical Responsibility, Impact, Contacts and Supervision if applicable to flush out whether this model work description actually fits into the GT category and if not, what alternative occupational group would it fit into). These are basically on-site reviews* in accordance with Treasury Board of Canada Secretariat (TBS) policies, directives and guidelines related to classification. (*On-site reviews are interviews conducted with the incumbent at the incumbent’s work site to gather qualitative and quantitative data on specific work activities and to seek validation of the on-site reviews from unit/organization.)

In the seven months from September 2011 to period ending March 31, 2012, Erwin has provided Organization Analysis ,Review of Assigned Work services, job evaluation services including the evaluation of jobs on a committee, the writing of classification rationales doing the internal relativity analysis(Erwin wrote a report on organizational analysis which identified issues regarding span of control and number of layers required within the organization). In undertaking this analysis Erwin worked closely with the EG Classification Standard (Engineering and Scientific Support) in the classification evaluation of an EG-06, Civil Engineering Technician (Canadian Coast Guard), an EG-07 Technical/Project Officer (Technical Data) for the Canadian Coast Guard

The classification review were conducted in three phases:

Phase A	Phase B	Phase C
Linguistics Officer, (p) AS Health, Safety, and Environmental (HSE) Compliance Manager, (p) AS Health, Safety, and Environmental (HSE) Compliance Officer, (p) AS Technician, (p) EG Project Assistant, (p) AS National Manager, Project	Technical/Project Officer, Technical Data, (p) EG Manager, (p) TI Head, Continuous Improvement, (p) TI Head, Performance Measurement, (p) TI Monitoring and Evaluation Officer, (p) TI Technical Investigations	Engineer Trainee, (p) EN- ENG Junior Engineer, (p) EN-ENG Engineering Lifecycle Manager, (p) EN-ENG Senior Engineering Manager, (p) EN-ENG Director of Engineering, (p) EN-ENG Senior Electronics

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Management, (p) GT National Asset Class Manager, (p) GT Vessel Disposal Officer, (p) GT Vessel Disposal Assistant, (p) CR Desk Officer, (p) GT Project Manager, (p) GT Project Manager, (p) EL Project Manager, (p) EN-ENG	Officer, (p) TI Material Identification Technician, (p) PG Integrated Logistics Manager, (p) EG	Technologist, (p) EL Electronics Technologist, (p) EL
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METHODOLOGY

There are 4 major components for the methodology governing this classification review, all of which require consultant work.

Data Gathering, Analysis and Preparation

- the gathering and analysis of all relevant data, and information, including relativity, from the client (*the OCCOE Advisor*) and relevant managers;
- the identification of potential issues or areas where discussion with the client (*the OCCOE Advisor*) and/or managers are required, and
- the submission of these draft products to the OCCOE Advisor to support file documentation.

Conduct of Telephone Interviews with Managers

- The interviews will be arranged and conducted The interviews will be arranged and conducted in the language of choice of each individual and as specified by the client;
- Extensive typed notes and other substantiating data will be compiled and collected during the interviews to substantiate the evaluation; and
- The relevant manager and OCCOE Advisor will be apprised of issues that surface during the fact finding telephone interviews that require attention or direction.

Reviews of Assigned Work (ROAW).

- Set up questions and discuss with the OCCOE Advisor;
- Arrange and conduct ROAWs (on-sites) by electronic questionnaires and/or phone interviews with incumbents identified (up to 28 interviews) from a list supplied by the OCCOE Advisor based on input from the ITS Classification Coordinator;
- Determine co-incident between work done and NMWD; if non co-incident, discuss with the OCCOE Advisor;
- Prepare 28 ROAW reports **using the OCCOE template**;
- Validate ROAW findings with manager through e-mail correspondence seeking review and validation; and
- Submit the completed ROAW reports to the OCCOE Advisor.

Relativity Report and Evaluation Rationale Writing

- The preparation of approximately **28 relativity reports** to be provided electronically to the OCCOE Advisor. The reports will include internal and external relativity which may be obtained jointly through the HR/OCCOE;

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- **Using the OCCOE template**, the preparation of up to **28** preliminary **classification rationales** (full-fledged ><=) for review by the classification committee members;
- Following a review by committee members, finalize the **28** evaluation rationales to reflect any changes in ratings from those shown in the previously completed preliminary classification rationales; and
- Provide the final versions of the **28** relativity reports/evaluation rationales to the OCCOE Advisor by electronic means (i.e. e-mail).

DELIVERABLES

The main deliverables, in **both official** languages, will be:

- (1) the gathering of information;
- (2) using the OCCOE template provided, the preparation of the relativity reports;
- (3) using the OCCOE template provided, the Reviews of Assigned Work (on-sites) reports;
- (4) the participation in the classification committees;
- (5) using the OCCOE template provided, the preparation of the preliminary classification evaluation rationales; and
- (6) the finalization of the rationales

Project 17: Department of Foreign Affairs and International Trade (DFAIT)- Professional and Technical Services (Architectural and Interior Design Services) April 2011 August 2011 (5 months)

- Wrote work Description Fire Protection Architecture Advisor in accordance with AR Classification Standard and made revisions as requested
- Wrote work Description Fire titled in accordance with DD Classification Standard and made revisions as requested
- Wrote Work Description for Interior Design Program Assistant (AS-01) Work Description Interior Design in accordance with AS Classification Standard and made revisions as requested.
- Wrote a work description combining a GT-06 Project Design Officer and AS-05 Project Manager to reflect upgrade of responsibilities.

Project 16: Agriculture Canada - September 2010-March 2011 (7 months)

Erwin participated in the departmental classification activity for the General Labour and Trades Occupational Group (GL), specifically to finalize the review through a national relativity review of models (27) mapped to positions (approximately 800) within the organization. Erwin was responsible for (using operational files provided by Agriculture Canada)

- preparation of classification rationales for the existing models. This involved the preparation of a narrative rationale report justifying the classification evaluation confirming group and level being proposed for each position using the TB Classification Standards for the GL Occupational Group

- writing unique work description where the current models were not appropriate. These work descriptions were written in using the Treasury Board format of 3 to 5 pages including the Client Service Results, Key Activities and 4 Factors.
- writing new models for work streams where those models did not currently exist and providing the relevant classification rationales in the agriculture work streams including Outdoor Work, Field Workers, Pasture Riders, and Greenhouse workers.
- Classification rationales were written for existing models in the GL (General Labour Trades) occupational group using the GL classification Standards. The models were compared to the Benchmark positions in the standard and for each factor, there was a greater than, less than or equal to between the Subject Position and the Benchmark position.
- For the 8 months of this project, Erwin has provided the following services preparation of classification rationales for the existing models. This involved the preparation of a narrative rationale report justifying the classification evaluation confirming group and level being proposed for each position writing unique work description where the current models were not appropriate. These work descriptions were written in using the Treasury Board format of 3 to 5 pages including the Client Service Results, Key Activities and 4 Factors writing new models for work streams where those models did not currently exist and providing the relevant classification rationales in the agriculture work streams including Outdoor Work, Field Workers, Pasture Riders, and Greenhouse workers. These work descriptions were written in using the Treasury Board format of 3 to 5 pages including the Client Service Results, Key Activities and 4 Factors.

**Project 15: Department of National Defence Ombudsman
January 2011-March 2011 (3 months)**

- Erwin wrote Work Descriptions for the Office of the Ombudsman including Investigative and Communications positions including the Director Communications, Media Relations and Parliamentary Affairs. This organization deals with sensitive issues and requires the utmost of security and discretion by employees and external consultants. Erwin was required to meet with the most Senior Official the Ombudsman to discuss what the function of the position would be and how to incorporate the culture into the work description. Erwin provided the Ombudsman with advice and counsel on how to incorporate very sensitive issues into a work description that would also respect the privacy of incumbents who might fill this position and to minimize conflicts with the department and bargaining agents. The work descriptions were written in the TBS format incorporating the four factors of Knowledge, Skill, Effort and Working Conditions to respect the Canadian Human Rights Commission requirement
- Erwin provided Work Description writing services to the DND Ombudsman which working with very sensitive material provided in very restricted operation files. The challenge was to deliver a work description taking into account the delicacies of dealing in an environment where families have loved ones killed in the line of duty. HR strategies were needed to incorporate these sensitivities into the Work Descriptions.

**Project 14: Canadian Space Agency
August 2009--February 2011 (18 months)**

- Erwin participated in the review, update and rewrite of David Florida Laboratory work descriptions, many of which were in the Universal Classification Standard (UCS) format. These UCS work descriptions had to be rewritten in the new Government of Canada format promulgated by Treasury Board which emphasis the new short format and highlights the Client Service Results, Key Activities and the four factors of Skill, Effort, Responsibility and Working Conditions as mandated by the Canadian Human Rights Commission. Operational files were provided by the Canadian Space Agency to complete the task
- Along with management Erwin was responsible to apply organizational design principles and practices and look for and identify opportunities to create generic work descriptions. Erwin was heavily involved in the area of creating managers and technical specialist jobs for the Structural Qualifications Facilities, Thermal Qualification Facilities, and Radio Frequency Qualification Facilities. These jobs were in the ENG (Engineering), EL (Electronics), and EG (Engineering and Scientific Support) categories. In the EG category, Erwin wrote several EG work descriptions for the David Florida Laboratory of the Canadian Space Agency including a Senior Technologist Thermal Qualification Facilities at the EG-06 level, a generic work description combining two Senior Technologists positions for Thermal Qualification Facilities and Structural Qualification Facilities respectively. Comparative analysis was done between the three discipline of Thermal, Structural and Radio Frequency Qualification Facilities to ensure a generic could handle all three sectors.
- In some cases management requested the amalgamation of various disciplines and in other cases the creation of unique work descriptions from generic work descriptions that were in existence. Erwin was required to meet with the aerospace engineers and technicians to discuss what the function of the position would be and how to incorporate the culture into the work descriptions to reflect the high level security concerns of these positions

**Project 13: Correction Service Canada - Part time
November 2010-November 2010 (1 month)**

- Erwin wrote a work description and did a classification rationale for a combination Project Officer Governance/Senior Communications Advisor which was eventually assessed against the TBS AS Classification Standard.

**Project 12: Communications Security Establishment
July 2010-September 2010 (3 months)**

- Erwin was responsible to develop a Position Information Questionnaire (a parallel work description in the Unison Classification System for the Financial Policy and Compliance area of this highly secretive and highest level security organization

**Project 11: Indian and Northern Affairs Canada - Part time
September 2010 -September 2010 (1 month)**

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- Erwin sat on an Evaluation Committee to review and validate classification decisions made for two management positions in the department in both Information Technology and Administrative Management positions using TBS Classification Standards.

**Project 10: Human Resources and Skills Development Canada - Part time
November 2009-March 2010 (5 months)**

- Erwin was responsible for undertaking an organizational analysis of the Strategic Integration Planning and Accountability Directorate which resulted in an assessment of the impact of a re-organization that took place and its impact on various positions where duties were amalgamated. One of the recommendations was to review the mix of occupational groups currently being used to deliver the Directorate's mandate to develop an optimal service delivery mechanism. Erwin also wrote some of the work descriptions that the organizational analysis recommended

**Project 9: Canada Revenue Agency
January 2010-February 2010 (2 months)**

- Erwin was responsible for writing 11 work descriptions for the Security, Risk Management and Internal Affairs directorate of the Agency. These work descriptions covered the areas of Fraud Prevention, Assets Protection and Security Services, Information Security and Policy Program and Business Management.

**Project 8: Professional Institute of the Public Service
January 2010-February 2010 (2 months)**

- Erwin evaluated over 100 Work Descriptions for the Institute employees in various work streams including:
 - Compensation and Policy Research
 - Negotiations and National Employee Relations
 - Pay and Benefits
 - Informatics
 - Administration
 - President and Executive Secretary Office
- This was done in accordance with the classification standards used by the Institute. Erwin reviewed management and employee input and made recommendations for the appropriate work description revisions. This constitutes a review of existing work descriptions. Identify need to create new positions or revise existing positions and recommend any appropriate changes in accordance with Treasury Board of Canada Secretariat (TBS) policies, directives and guidelines related to classification.

**Project 7: Defence Research and Development Canada Ottawa - Part time
November 2009 -January 2010 (2 months)**

- Erwin wrote work descriptions for Procurement and Administrative Assistants, Special Projects Administrative Officer, Business Continuity Planning/Health and Safety Officer using the TBS Classification Standards

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**Project 6: Public Works and Government Services Canada -
July 2009-January 2010 (7 months)**

- Erwin drafted technical work descriptions for some positions in the Real Property Branch including the Chief National Masters Specifications and Change Order Advisor using the TBS Classification Standards

Project 5: Defence Research and Development Canada Toronto - July 2009- July 2009 (1 month)

- Erwin wrote a work description and classification rationale for the Manager Administrative Services for the facility in Toronto using TBS Classification Standards

**Project 4: Canada Revenue Agency (Corporate Organization and Classification Consultant)
October 2002 – December 2008 (6 years)**

- Facilitator/Trainer conducting with Senior Executives/Management and Senior Union Executives on resolving workplace issues through interest based negotiations.
- Developed a learning plan for managers incorporating organization and classification change as a result of new Agency Classification Standards including the Program and Administrative Services Occupational Group (SP) which represents over 25,000 employees of the Canada Revenue Agency.
- Worked on a joint Program Evaluation Human Resources Study to undertake a 5 year review of the Human Resources regime in preparation for the comprehensive review by a Commons Committee as mandated in the CCRA (Canada Customs and Revenue Agency) Act
- Member of the CRA Evaluation committee doing extensive evaluations on one hundred jobs from the AS, CR, PM and IS occupational groups which are governed by the TBS classification standard and were converted to the Services and Programs Group (SP). This involved the modification of work descriptions and development of classification rationales many of the hundreds of WD's that were converted to SP. Much of the work also involved a comparative analysis between Legacy Classification Standards
- As a Corporate Organization and Classification Consultant at CRA, was a principal in undertaking analysis of the PSAC MG. Pay Equity. Complaint including:

Analysis of the rule of 5 subordinates as part of the criteria for inclusion into the MG group (this rule has since been rescinded). Implications on Pay Equity of conversion of lower level Occupational Groups e.g. CR with 3, 4 and 5 subordinates respectively.

Relativity analysis between MG and non MG groups and the organizational, structural and financial implications of conversion to MG for a separate employer

- Was required to be familiar and be able to evaluate jobs using the Occupational Group Structure groupings legislated in 1999 and the 72 TBS Classification Standards including the EG. This was a part of the conversion process where existing legacy work

descriptions had to be evaluated using the existing standards at the time in order to be able to convert to CRA Agency Classification Standards at the proper level.

Project 3: Correctional Service Canada
Senior Project Manager
October 2001 – October 2002 (1 year)

- As Classification Renewal Project Manager for UCS at Correctional Service Canada, managed a \$10 million classification renewal initiative to review and develop generic models for the 13000 positions within the department. Common jobs were developed in consultation with PIPSC, PSAC and Union of Canadian Correctional Officers (UCCO).
- Led a team of internal employees and external consultants that reviewed all work descriptions and developed over 100 Generic models and Classification Rationales cover 75% of CSC positions.

Project 2: Department of Justice Canada
UCS Project Manager
April 2001-October 2001 (7 months)

- Directed the review of UCS model Work Descriptions in anticipation of conversion to UCS.
- Made presentations to the various communities on UCS and conversion readiness and developed strategies for what needed to be done for the Advanced Personal Notification process.
- Developed a project plan and timelines in conjunction with the Human Resources community for UCS conversion. Consulted and advised the HR community on their responsibilities for conversion including the mechanics of conversion (APN, OEN), development of guidelines and a communications infrastructure.
- Defended the Legal Group (LA) classifications before the senior LA classification committee.
- Assisted the Transportation Safety Board and the Supreme Court of Canada in the classification of their LA models by sitting on their evaluation committees.
- Developed the Department of Justice response to the Treasury Board Secretariat Work Description Audit.
- Worked on the development of various communications scenarios for Assistant Deputy Minister Announcements on UCS conversion in the Department of Justice.
- Participated in the PeopleSoft working groups and the Association of Classification professionals with the objective of developing common interdepartmental models to be used for UCS classification.
- Mentored trained and coached a staff of 4 indeterminate employees in writing work description in accordance with the Law(LA) classification standards

Project 1: Treasury Board Secretariat
UCS Portfolio Officer/Manager
April 1999 – March 2001 (2 years)

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- Provided departments with timely and accurate advice, guidance and technical expertise in the application of UCS.
- Evaluated the status of UCS implementation in assigned departments and monitored against timelines and departmental plans.
- Monitored progress toward the achievement of departmental readiness to proceed with conversion.
- Undertook complex analysis of issues including the provision of high level strategic advice to Senior Management based on analysis on impacts of implementation of UCS including costs of red circling thousands of employees, gender neutrality issues and Canadian Human Rights issues on pay equity and the measurement of work against new values and changes in the labour market.
- Wrote interpretation bulletins on some of the UCS elements, planned Interdepartmental Relativity Exercises and worked with Foreign Affairs on the restructuring of the Foreign Service Occupational Group (FS)
- Undertook classification relativity analysis studies in liaison with Department of National Defence, Public Works and Government Services, Canadian International Development Agency, Foreign Affairs and the RCMP. Some of the activities included conversion monitoring, change and risk management, preparation for the auditor general evaluations, interpretation of the standard, weights and levels, and major database analysis.
- Participated as an evaluator with departmental committees in evaluating approximately 50 new work descriptions against the 16 elements in the Universal Classification Standard.
- Was required to be familiar and be able to evaluate jobs using the Occupational Group Structure groupings legislated in 1999 and the 72 TBS Classification Standards including the EG. This was a part of the conversion process where existing legacy work descriptions had to be evaluated using the existing standards at the time in order to be able to convert to UCS at the proper level.

Other Assignments

Evaluation Frameworks and Operational Reviews

- Undertook projects for Transport Canada including a review of the Official Languages Act and a Study of the Railway Safety Act. Consulted with external stakeholders, the appropriate industry officials and consumers of the services. Produced major reports with recommendations for corrective action.
- Evaluated departmental programs, the privatization of airports, and a-base reviews,
- Did operational audits of various airport activities including financial and human resources aspects of departmental operations.

Proof of Classification Accreditation

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Certificate

Certificat

Awarded to

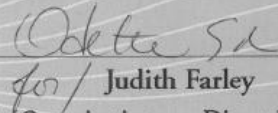
Attribué à

Erwin Frazer

for participating in the
ACS-SP
training

pour sa participation
à la formation
NCA-SP

March 7, 2007


for Judith Farley

Director, Corporate Organization
and Classification Division

Directrice, Division de l'organisation
et de la classification de l'Agence

RC209



Canada Revenue
Agency

Agence du revenu
du Canada

Canada

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Proof of University Degree

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MONTREAL

TO ALL TO WHOM THESE PRESENTS MAY COME, GREETING:

WE, THE GOVERNORS, PRINCIPAL, AND FELLOWS

OF McGILL UNIVERSITY TESTIFY THAT

ERWIN FRAZER

HAVING DILIGENTLY COMPLETED THE REQUIRED COURSE

OF STUDY AND PERFORMED THE PRESCRIBED EXERCISES

HAS BEEN ADMITTED TO THE DEGREE OF

BACHELOR OF SCIENCE

WITH ALL THE HONOURS, PRIVILEGES, AND PREROGATIVES

PERTAINING TO THAT DEGREE.

IN WITNESS WHEREOF WE HAVE AFFIXED OUR SIGNATURES AND
HAVE CAUSED THE SEAL OF THE UNIVERSITY TO BE ATTACHED HERETO.

GIVEN IN CONVOCATION THIS 31ST DAY OF MAY

IN THE YEAR 1968

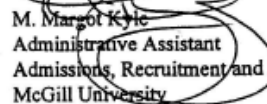
Of the Board of Governors

Principal

Dean of the Faculty

Registrar

I hereby certify that this is the wording
of the diploma for the above degree
awarded by McGill University.


M. Margot Kyle
Administrative Assistant
Admissions, Recruitment and Registrar's Office
McGill University
Montreal, Quebec
September 13, 2000

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