

CONSULTANT PROFILE OF DANI CHAMBERS
17 Herschel Crescent
Kanata, Ontario, Canada, K1L 1Z7
Office Telephone Number: 613-592-3745
Office Fax Number: 613-271-7567
Cell Phone: 613 – 323-3745
E-mail address: danichambers@rogers.com

SUMMARY OF PROFESSIONAL EXPERIENCE

Ms. Chambers has 31 years of government experience combined with seven years of consulting experience in the areas of classification and organization design as well as policy development and program delivery.

PERSONAL PROFILE:

Expertise: Project Management, Job Analysis, Policy Development, Group Facilitation, Job Evaluation and Organization Design.
HRDC Departmental Award for Innovation and Creativity (1998)
Treasury Board Meritorious Award – Universal Classification Standard (1997)

PROFESSIONAL TRAINING

2007 (May) EC Evaluation Training
2005 Training for Trainers – New EC Standard
2005 Public Service Human Resources Management Agency of Canada (New Work Description format and Description Plus 2)
2004 Executive Group Position Evaluation – Hay Plan
2003 – 2008 On-going studies Human Resource Management – Algonquin College (working towards CHRP designation)
2005 Training for Trainers – New EC Standard
2005 Public Service Human Resources Management Agency of Canada (New Work Description format and Description Plus 2)
2004 Executive Group Position Evaluation – Hay Plan
2003 French Language Training at Berlitz and Algonquin College
1998 UCS Evaluation Training for Trainers (HRDC) – UCS Training for Trainers (TBS – UCS Writing)
1997 MS Project Planning Course
1994 Accredited Classification Specialist (Certificate Number HRD074)
1982 Accredited Training Specialist – PSC Systems Approach to Training

CHRONOLOGY OF ACCOMPLISHMENTS

CURRENT CLASSIFICATION STANDARDS

a) Operational Support

Provided operational support (job evaluation, classification committees and on-site reviews etc.) using numerous federal government classification standards. Services have been provided to the following clients:

Infrastructure Canada (INFC)
Statistics Canada (SC)

[\(Back to ACOC Membership List\)](#)

Canada Transportation Agency (CTA)
Office of the Privacy Commissioner (OPC)
Citizenship and Immigration (CIC)
Public Health Agency (PHAC)
Copyright Board of Canada
Department of Canadian Heritage (PCH)
Canadian International Development Agency (CIDA)
Agriculture and Agri-Food Canada (AAFC)
Canada Information Office (CIO)
Communication Canada (CC)
Public Works Government Services Canada (PWGSC)
Competition Tribunal
Treasury Board – CIO

b) Work Description Writing Services

Ms. Chambers participated in work description writing training provided by the Central Agency for the new work description format (2004) and for the EC Conversion (2005). Since 2000, Ms. Chambers has written hundreds of work descriptions, using various formats specified by clients, and that have involved a broad range of classification categories – for example, ES, EC, EG, PM, AS, CR, GT, PG, FI, LS, LAT, CO, CS, PE, SI, PS, Eng, IS, etc.

Clients departments include:

Statistics Canada (SC)
Infrastructure Canada (INFC)
Canada Border Service Agency (CBSA)
Library and Archives Canada (LAC)
Canada Transportation Agency (CTA)
Canadian International Development Agency (CIDA)
Transport Canada (TC)
Agriculture and Agri-Food Canada (AAFC)
Department of National Defense (DND)
Department of Canadian Heritage (including Parks Canada and the Canadian Conservation Institute) (PCH)
Public Service Commission (PSC)
Canada Information Office (CIO)
Canadian Artist and Producers Professional Relations Tribunal
Canada Customs and Revenue Agency (CCRA)
Canada Revenue Agency (CRA)
Department of Corrections Canada
Health Canada (HC)
Department of Veteran's Affairs Canada (VAC)
Communication Canada (CC)
Department of Indian and Northern Development (DIAND)
Citizenship and Immigration Canada (CIC)
Treasury Board Secretariat – (CIO)
Department of Foreign Affairs and International Trade (DFAIT)
Office of the Privacy Commissioner (OPC)
Competition Tribunal (CT)
Industry Canada (IC)

Ms. Chambers has also facilitated the development of **generic** work descriptions.

Clients and projects to date include:

Canada Border Services Agency – development generics for the Branch Management Services Units (AS-05 to CR-04);
Canadian Transportation Agency – development generics for PM's and CO's;
Department of Canadian Heritage – development of three streams of work for ES positions – to support EC Conversion (ES-06 to ES-02);
Department of Canadian Heritage – development of Program Administration – three streams – Policy Development, Planning and Program Delivery – PM-06 to PM-01;
Department of Canadian Heritage – development Administrative Assistants and Executive Assistants (AS-06 to CR-04);
Department of Canadian Heritage – development of PM generic work descriptions;
Canadian International Development Agency – developed generic ES-02, ES-03, ES-04 and ES-05 work descriptions for the International Trade Directorate and for the Policy Branch;
Department of Canadian Heritage – developed generic PE-05, PE-04, PE-03 and PE-02 work descriptions for the Learning Directorate;
DIAND – developed generic SI-05, SI-04 and SI-03 work descriptions for application throughout the regions (quasi-judicial);
CCRA – developed generic work descriptions for the Compensation Centralized Call Centre – for Manager, Team Leader and 2 levels of Call Agents;
AAFC – developed generic work descriptions for PE-05, PE-04, PE-03, PE-02, CR-05s for the Corporate Programs Directorate of the HR Branch;
Communication Canada – developed generic IS-06, IS-05, IS-04, IS-03 and IS-02 for application throughout the department including regions;
VAC – developed generic work descriptions for two Call Centres (NCCN and TAC) – for Manager, Team Leader and Call Agents;
CIC – developed generic work descriptions for centralized Call Centre – for Manager, Manager Operations and Corporate Services, Team Leader and Agent;
Industry Canada – developed generic work descriptions for CIPO (Canadian International Patent Office) for multiple positions throughout the organization;
Human Resource Development Canada (HRDC) – developed generic work descriptions for front-end service delivery – Call Centres and Walk-In Service.

c) Organization Design/ Project Leadership

Lead the conversion of positions from the EL to the CS category (2004) for the IT Operations Directorate within Agriculture and Agri-Food Canada to facilitate the re-organization of the directorate. This activity involved:

- 1) Conducting a mapping exercise linking EL levels to CS levels based on skills and competency matching;
- 2) Conduct of desk audits to validate that work actually performed coincided with that described in the work descriptions;
- 3) Development of job objectives to describe and link the work to the mandate and objectives of the new organization;
- 4) Conducting a relativity study with a similar exercise that had been carried out at the Departments of Foreign Affairs and International Trade;
- 5) Preparation and presentation of a report to management on findings and conclusions related to EL/CS conversion, including observations on staffing issues and salary budget implications;
- 6) Preparation of classification rationales to justify conversion from EL to CS.

In addition, Ms. Chambers provided advice to management on: a) the need and process for securing approval to proceed from the Public Service Human Resources Management Agency of Canada (Organization, Classification, HRMIS and Employment Policy); b) the need for, and the nature of, union consultations (the conversion from EL to CS represents a change in union affiliation); and c) steps to be taken to transition to the new structure.

Project Leader, (lead four other sub contractors) IS review Communication Canada (2002 – 2003). Following the fusion of the two departments, the IS community at Communication Canada believed that there were serious inequities in classification relativity within and among work streams due to: a) the different classification disciplines that had been applied at the feeder departments that made up Communication Canada; b) CCSB's incorporation of compressed levels into job design prior to the merging of the Departments in an attempt to preempt perceived problems with the implementation of the Universal Classification Standard; c) the different styles that were used to describe work (CCSB used broad-band work descriptions, whereas the former CIO used a combination of generic and unique work descriptions); and d) the perception that the mandate, roles and responsibilities of the new Department were not adequately reflected in descriptions of work. The activities included: development of a mechanisms for job analysis; development of tools to gather information (management questionnaire); analysis of documentation; vertical and horizontal analysis of IS work across the department; chairing discussions with focus group; development of organization change proposals to address problems; development of job families and definitions; conceptualize non-UCS work description format to facilitate simplification; development of standardized tools, for example, work descriptions, statements of qualifications and competency profiles; conduct pilot test; frequent on-side discussions with managers and HR Advisors on the application of tools.

Managers within the department proceeded to apply the tools and products that were developed, and were extremely satisfied with the results.

Project Leader, Administrative Assistant/Executive Assistant review throughout all levels of the organization on behalf of Communication Canada and Agriculture and Agri-Food Canada (2002 and 2003).

Ms. Chambers lead the organizational study of the work for Administrative Assistance/Executive Assistants with the objective of: 1) determining if there was consistency in the roles and responsibilities and subsequently in the classification levels of Administrative Assistant/Officer support positions throughout the organization; 2) proposing a jobbing strategy that would ensure consistency in how the work is valued; and 3) developing tools (i.e. work descriptions, statements of qualifications and a transition document) to support implementation of the results.

Project Leader, Structural Model (UCS Organizational Readiness) HRDC (1995 – 1998). Lead five HR Specialists and regional managers, in the assessment of the impact of major departmental changes on the front-line organization and incorporation of UCS principles in the design of new local office service delivery structure. Made presentations to senior departmental executives the Service Delivery Network Working Group, Regional and National Management Boards, Treasury Board and the Public Service Commission, on the new organizational initiative. This initiative is now a standard for the development of competencies within the department. It received a meritorious award from Treasury Board for UCS Organizational Readiness and from the Department for Innovation and Creativity. This initiative was published in the PSC Audit (October 1996) report as a "best practice".

d) Classification Standard Development

EC Conversion (2007) – Provided support to the Department of Canadian Heritage involving the development of Benchmark positions for EC Conversion, followed by the development of ES generics to support the EC Conversion exercise.

EC Conversion (2007) – Provided support to Canadian International Development (CIDA) involving chairing evaluation committees to submit results to the Central Agency as part of the conversion exercise.

FS Standard Development (2003) – Represented CIC (International Branch) during the development of the FS standard as well as participated in the preparation of generic work description for testing purposes.

Universal Classification Standard (UCS) Project Leader (1996 – 2001). Managed work description and evaluation training as well as the management of UCS evaluation and impact analysis for HRDC's 11 regions and 28,000 positions. Worked with Treasury Board in the development of interpretations and evaluation profiles for the PA group. Managed the evaluation of 4,700 positions. Managed the Recap and analysis of results, the impact of weights and levels as well as the development of departmental interpretations and anchors.

Client references available on request.