

Stephen McDermott

SJM Consulting

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Overview

Management consultant with 30 years of operational and management experience in the public and private sectors, with proven ability to create, organize, lead and manage new enterprises, markedly increasing efficiency and effectiveness. Excellent interviewing, analytical and writing skills.

Expertise

- project management
- organizational design
- group facilitation
- consensus building
- problem solving
- dispute resolution in grievances and mediation
- staffing and classification
- work description writing, analysis, quality control and evaluation

Strengths

- excellent oral and written communication skills
- strategic approach
- Integrates concern for people with the big picture and the bottom line
- Designs organizations to maximize efficiency and effectiveness
- Motivates and leads people to produce results
- Solves problems and resolves disputes in minimum time

Public Sector Experience 1998 to present

Department of National Defence, RCMP, Public Works and Government Services Canada, Fisheries and Oceans, Health Canada, Passport Office, Industry Canada, Correctional Services

Private Sector Experience 1988 to 1998

- Turned a losing business into one grossing \$2 million a year
- Oversaw the design, construction, start-up and operation of The Murray Street Grill
- Managed/owned a variety of hospitality enterprises

Achievements

Management

- Managed a staff of 380 people responsible for issuing cheques to 250,000 federal public servants by implementing performance measurement systems; changing and improving policy, procedures, systems and quality assurance methods; and optimising productivity, cost-effectiveness and client service.
- Managed the downsizing of a Supply and Services regional pay office responsible for the department's largest client, Canada Post Corporation, by implementing change management practices and procedures to ensure smooth transition of resources and services.
- Managed the development of content and procedures for client visits to 75 government departments and agencies, and facilitated the training of 30 people to conduct the client visits.
- Planned and managed the creation of several private sector organizations: negotiated costs; developed implementation schedules, recruitment and training programs and marketing strategies;
- Managed seven private sector enterprises including procurement; inventory control; financial and human resources management; product quality control; and client service delivery.

Project Management

- Developed strategy and co-ordinated the development of systems and procedures for the management of the national installation of a federal multi-user financial control system that streamlined and integrated the requirements of stakeholders.
- Defined business requirements for a national systems quality control unit to handle compensation system changes for Public Works and Government Services Canada.
- Developed and implemented a Year 2000 Business Continuity Plan for the Stentor Canadian Management Network, Settlements Operations, resulting in a seamless transition for the group.
- Directed the project team responsible for developing and implementing compensation requirements for the public service pension system.
- *Managed the organizational design and analysis project for Passport Canada. This entailed designing the structure, writing and classifying the jobs, preparing the rating guides and staffing the positions. The project duration was 18 months.*

Human Resources Management Consulting 1998 to present

- Provided grievance and mediation services for the Canadian Forces Housing Agency (CFHA).
- Provided functional and technical analysis for several federal government departments in Universal Classification Standard (UCS) work description writing; quality assurance; evaluation; and group facilitation.
- Has written work descriptions in various formats for several government departments. The categories include AS, CR, ST-SCY, UT, DS, EG, PE, CO, ES, FI, PM, EX, GL and DD to name a few.
- Developed and delivered a one day classification session for IBEW.
- Managed a team of seasoned human resource professionals within DND during the Impact Assessment phase of the UCS project.
- Provided classification services in the current standards (since 2000) for the Department of National Defence (on going).
- Written over 40 work descriptions and classifications for the stand up of CDA.
- Provided staffing services such as the preparation of Statement of Merit Criteria, rating guides, screening, reference checks for various departments (on going).
- Evaluated work descriptions using the classification standard developed by the Canadian Museum of Nature.
- Written work descriptions using the Job Classification Instrument (JCI) for RCMP Civilian Members.
- Managed a Staffing/Classification unit comprised of Human Resource professionals within a government department.
- Analysed existing organizations, recommended changes to improve efficiency, recommended training and succession plans. (on going).
- Written work descriptions in the Hay Format for DND, CFHA, RCMP, CIC, etc.
- Developed/written national generics for the Canadian Forces Health Services. This initiative is to convert military medical/scientific positions to public service positions-on going.
- Preparation of Statement of Merit Criteria, Rating Guides, Screening Reports and Reference check reports for DFO, PSEPC, DND, Passport Canada.
- Preparation of EX work descriptions, classification rationales, rating guides and Statement of Merit Criteria.

FACILITATION

- Facilitated the development of national work description models for the Forensic Specialists and Technologists for the RCMP (13 Models).
- The development of national work description models for the Engineering and Scientific Support Group (EG) for the Department of National Defence (43 Models).
- The development of national work description models for the General Labour and Trades Group (GL 73 Models).
- The development of national work description models for the Ship Repair Group East and West. Reduced the number of models from 73 to 49 with representatives from senior management, both unions and employees.
- The development of national work description models for the Marine Program for the Department of Fisheries and Oceans (32 Models).

Education

B.A. History/Political Science (Carleton University)
Universal Classification Standard Writing Course (PWGSC)
Universal Classification Evaluation 5K Sample (Registry of the Federal Court)
Universal Classification Evaluation 2.0 (Department of National Defence)

Alternative Dispute Resolution (Faculty of Law-University of Windsor)
Advanced Alternative Dispute Resolution (Faculty of Law-University of Windsor)
The Hay Training Program (Hay Management Consultants)
Organization Design and Analysis (Treasury Board Secretariat)
Introduction to Organization and Classification (Treasury Board Secretariat)
Classification Grievance Procedure (PWGSC)
Accreditation #067 DND (formally accredited by DND in 2003/classified jobs since 2000)
Train the Trainer-ES/EC (new classification standard) (PSHRMAC)
Master's Certificate in Project Management (Sprott School of Business-Carleton University)

Other Information

- **Canadian citizen**
 - **Top Secret Security Clearance**
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