

**CURRICULUM VITAE
RACHEL BOUCHER**

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HR Management Consulting Services**

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SUMMARY

Twenty-nine years of domestic and international experience in large central and regional government offices, in Crown Corporations, and in the Banking and Insurance Sectors. This experience covers a broad range of activities related to both public and private sector classification systems, including organizational review/design; developing customized classification/job evaluation systems, standards and benchmarks; managing the development of in excess of 1,000 work descriptions under various evaluation plans; leading interdepartmental classification evaluation rating committees; managing classification conversion exercises (e.g., EC); chairing grievance committees; conducting impact analysis studies to assess the functionality of all classification decisions according to their respective plans; conducting desk audits; developing and delivering intensive training courses and varied information sessions on work description writing, classification, staffing/ recruitment, and performance review systems, to both management and staff; and conducting ongoing evaluation of positions in the Scientific and Professional, Administrative and Foreign Service, Technical, Administrative, and Operational Categories under current and/or proposed (e.g., UCS) classification standards, with particular emphasis on the ES, TI, ENG, CO, EL, EG, FI, LS, IS, SI, LA, RES, PC, BI, ED, RO, PM, CS, AO, PE, AS, CR, and SCY groups.

Past experience also includes activities related to staffing and development, competency profiling, human resource/succession planning, management training, major downsizing and Turkish banking sector privatisation and redeployment projects, and the provision of a range of classification and staffing advisory services, for Agri-Can., Transport Canada, HRDC, DFAIT, PWGSC, DIAND, Environment Canada, Industry Canada, NavCAN, RCMP, CATSA, SDC, Commissioner of Official Languages, Finance and Treasury Board, Health Canada, and the former Public Safety and Emergency Preparedness Canada (now Public Safety).

Most recent staffing activities pertain to PM, AS, PG, GT and ES recruitment initiatives for Transport Canada and Public Safety.

ACCREDITATIONS

UCS Train the Trainers, Treasury Board, June, 1998
UCS Evaluation, Treasury Board, September, 1998
Classification Accreditation, Treasury Board, 1979-81 (Certification No. 669)
Staffing and Development Accreditation, Public Service Commission, 1975-76 (Accreditation No. A-1146)
EC Classification Training, Transport Canada, 2007

LANGUAGES: English, French, Turkish

SECURITY CLEARANCE: Enhanced Reliability, 5607, issued 2006 by Transport Canada, expires 1 April, 2008.

ACHIEVEMENTS

Classification, Organization, Compensation

Consulting services to Corporate Services, Policy, and the Safety & Security Groups (including SEP, Aerodromes and Air Navigational Services, Finance & Administration, Marine Security) of Transport Canada; organizational studies, job evaluation (against existing standards and UCS), work description writing and evaluation training, tutoring to HR trainees; leading classification evaluation teams, chairing grievance committees, conducting impact analysis & departmental/interdepartmental relativity studies, desk audits, administrative studies, and providing related advice to management on all resulting classification and organizational issues. **(Ref. January 98 to present, Flora Alexis, Senior Classification Advisor, 613-993-8058, Roger Roy, Director-General, Economic Analysis, Policy Group, 998-0684, Deloranda Munroe, Director Financial Mgt., 613-998-5042, Marc Whelan, Director Administration, 998-7750, J.V. Paquette, Chief Facilities, 613-998-9820, G. Morgan, A/Director, Intelligence Branch, 613-990-5517).**

Consulting services throughout the start-up of the newly formed Crown Corporation, Canada Air Transport Security Authority (CATSA) on organizational design options, the development/implementation and impact analysis/monitoring of a new classification evaluation plan, and the writing/consistency review and evaluation of approximately 110 work descriptions in accordance with customized formats. **(Ref. July 2002 – March '03) M. G. Baker, (former) VP Corporate Management, CATSA, 613-998-0035.**

A full range of classification services to RCMP and PSEPC clients. **(Ref. February '05 to present, Judith Rathwell, Senior Organization & Classification Advisor, RCMP, 993-3047, Dr. T. Lukaszewski, RCMP, 998-6349, Doug Daiziel, A/DG PSID, 949-1823, March –06 to**

present).

Led the ES classification conversion program for Energy, Mines & Resources. Work involved providing guidance to management in revising work descriptions, in chairing evaluation committees and preparing committee reports and rationales for conversion levels. **(Ref. 1981, EMR, Leon LeBoldus, former Director of Personnel, 723-0380)**

Developed classification policies, procedures, guidelines and related training sessions for a variety of private sector clients. **(Ref. 1988-'92, Sumerbank, Pamukbank, Istanbul, Bulent Senver, General Manager, 212-231-6311)**

Conducted special projects related to corporate restructuring and privatisation. This involved the review of company structure, consideration of various privatisation options and their valuation, and resulted in the development of a strategy document. Ongoing guidance was provided to clients during the implementation phase by screening prospective buyers, in negotiations and in preparing offer documents. **(Ref. 1991-'93, Joint Venture, Coopers & Lybrand London/Priva Mgt. Consultancy Istanbul, Behader Bostanci, General Manager, 216-256-3223).**

Staffing and Development

Developed HR Staffing Plans, Statement of Merit Criteria & Conditions of Employment (SMC's), Competency Profiles, Rating Guides and related selection tools for approximately 50 positions (CATSA, Transport Canada, IC, etc.) and managed related recruitment initiatives. **(Ref. June 2005 – present, Deloranda Munroe, Director Financial Policy & Systems, 613-998-5042, Marc Whelan, Director Administration, 998-7750, J.V. Paquette, Chief Facilities, 613-998-9820, G. Morgan, A/Director, Intelligence Branch, 613-990-5517), Kim Benjamin, Chief, Marine Security, TC, 998-7851, and M. G. Baker, (former) DG/PRD, PSEPC, 613-998-0035.**

Conducted selection screening and rating processes in response to Federal Government staffing initiatives, developing formal screening reports against requisite Basic Requirements. **(January 2003 to present, W Carrothers, 993-4307, DG Finance and Administration, TC)**

Developed Statements of Qualifications/SMC's, Competency Profiles for all occupational groups for varied departments (TC, DFAIT, HC, IC) and rating guides/selection tools. **(January 1995 to present).**

Provided a full range of staffing services in accordance with PSC Act and Regulations to various public sector organizations, both in the NCR and Regional Offices across Canada, including the tutoring of staffing accreditation trainees, and the management of internal/external competitive processes. **(Sept. '03 to present, Industry Canada, M. Morin, Executive Director, IBDO (presently on extended leave), January to July 1998, Transport Canada, Andre Morency, DG, IASD, 993-4307). 1976-'79, DOC, 1980-'87, EMR, Denise Brazeau, former Chief of**

Developed policies, procedures and guidelines for staffing and development programs. **(Ref. 1988-'91, Pamukbank, Istanbul, Nejat Bilginer, Assistant General Manager, 212-230-8954)**

Led succession planning studies and developed short and long term strategic plans. **(Ref. 1990-'91, Pamukbank, Istanbul, Nejat Bilginer, Assistant General Manager, 212-230-8954)**

Provided counselling to redundant staff as a result of restructuring or downsizing and effectively coordinated redeployment programs. **(Ref. 1986-'87, EMR/COGLA national and regional offices, Leon LeBoldus, former Director of Personnel, 723-0380)**

Human Resources Development

Delivered multiple UCS Work Description Writing, UCS Evaluation Courses, and information sessions to various groups of Transport Canada. **(Ref. 1999- '02, A. Fortier, Senior Classification Officer, 991-6545).**

Determined overall training requirements for various occupational groups according to departmental needs. **(Ref. 1987-'94, Halk Sigorta, Sekerbank, Istanbul, Birsen Atakoy, Assistant General Manager, 212-261-2354)**

Developed and delivered a variety of HRM training programs related to work description writing, classification and recruitment standards/specifications development, succession planning, and time management. **(Ref. 1987-'94, Pamukbank, Istanbul, Bulent Senver, General Manager, 212-231-6311)**

Program Management

Planned, developed and implemented a full range of HRM systems for various Banking and Insurance Sectors. **(Ref. 1987-'94, Pamukbank, Istanbul, Bulent Senver, General Manager, 212-231-6311)**

Managed 12 - 15 month accreditation programs for Management Trainees, in order to later integrate them into existing Personnel Services, for the implementation of said systems. **(Ref. 1992-'94, Pamukbank, Istanbul, Bulent Senver, General Manager, 212-231-6311)**

As Bank Executive Committee member, presented ongoing status reports and information seminars to senior management. **(Ref. same as above)**

Developed and delivered trade union negotiation strategy proposals to Bank Sector GM's and AGM's. **(Ref. same as above)**

OTHER ACTIVITIES/INTERESTS

Project Manager, Istanbul Street Kids Organization, Turkey (1988 – 94)

[\(Back to ACOC Membership List\)](#)
Monthly Columnist, “Foreign Perspectives” Cumhuriyet National Newspaper, Turkey (1987 – 95)
Guest Lecturer, Marmara and Bosphorus Universities, Istanbul, Turkey (1988 – ’94)
Member ACOC (Association Classification & Organizational Consultants) 1996 – present)