



## ROGER MANDEVILLE

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LANGUAGES: Perfectly bilingual in French and English (read, write, speak at P-level)  
Security : (May 2010): Secret  
Reference : Public Works Government Services Canada Standing Offer (Human Resources).

### AREAS OF SPECIALIZATION:

**JOB CLASSIFICATION. PROGRAM EVALUATION. REGULATORY AFFAIRS. TRADE AND MULTILATERAL AFFAIRS.**

**Accredited by Treasury Board since 1980 in job evaluation and classification**

Operated in classification not only in the Public Service of Canada, but in Geneva for the UN, in Algeria to create a state-wide classification system, in Saudi Arabia to organize a compensation package that would compete with Bell Canada's engineering staff on the ground. Otherwise: in-depth knowledge and Experience in central agency public planning of programs and budgets. In-depth knowledge and experience of interdepartmental, intergovernmental affairs, at the national and international level. In-depth knowledge of theories, principles and practices of developing country and AID decision-making processes between Donor Countries and multilateral organizations, such as CIDA, UNDP, PHARE, and World Bank offshore development programs and projects.

### As a consultant

1997- today

**Retired from the Public Service in 1997 and consultant ever since**  
Created Rojofran Inc.

Two major types of contracts : Program Evaluation and **Job Classification**

#### **Job Classification**

Considerable contract work with Justice Canada; Defence; Heritage; Natural Resources; Elections Canada; Foreign Affairs and International trade; Transport Canada; the Space Agency...etc. To write descriptions, evaluate positions and re-design organizations (OD-work) at all levels including **Hay Plan for executive positions**. All occupational levels, incl. ES; IS;PE;PG;EG; AU;CR;AS;FI; AR;ENG;EX; CO;LA;SI;PM; CS; GT; FS; ...ie any occupation in the Public Service in all kinds of settings and using exclusive departmental formats such as Desc+II; NRCan; RCMP; NRC; CSE; PCH; DND;PPT;NAFTA; etc.

#### **Audit and Evaluation :**

- (1) In March 2007, under contract with Health Canada: develop a methodology that will enable the Chief Audit Officer to provide assurances to central agencies and Parliament that effective management controls are in place and financial reporting is credible, reliable.
- (2) Since August 2001, preparing RMAFs and RBAFs\* for Industry Canada and DFAIT.
- (3) Two assignments (circa 2000 & 2001) for the United Nations Office in Baku, Azerbaijan to evaluate one "de-mining" program and to design one "**Institution Building**" program with the Ministry of Foreign Affairs of Azerbaijan. A hands-on assignment in Government Structures.

- *RMAFs are Results Based Management Frameworks (similar to CIDA Logical Frameworks) and RBAFs are Risk Based Audit Frameworks.*

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## SUMMARY OF EXPERIENCE

### **As a Public Servant**

1996-97      DFAIT Foreign Affairs and International Trade  
Senior Manager, Program Evaluation

Studies of management systems; review effectiveness of government programs. Eg : Cultural programs; Performance Indicators; Export Development Financing. A more explicit listing of fully managed and developed studies is presented here. All evaluation work was personally presented to the Deputy Minister's Audit and Evaluation Committee, composed of selected ADMs under the Chairmanship of the Trade Deputy Minister.

Review of Cultural Programs: what does it mean to "promote Canadian culture"? how efficient is it to have Cultural Centres in Embassies? What Department should be in charge? How do you choose Canadian artists? How do you measure success of Book fairs?

Performance Indicators : these were the early days of the current "Results Based Accountability Frameworks". How to measure the integration of Political, Trade, Aid, Immigration streams of professionals as DFAIT appoints them on rotation.

Export Development Financing: a review of interaction between Export Development Corporation and Commercial Corporation Canada in the context of government's lead role for Trade development in securing banking arrangements. Review for the Prime Minister's Office and Finance Canada of accountability and decision making processes. Government Structures: the client for this one was the Prime Minister as a dispute settlement technique between many Ministers concerned with offshore ventures and the approval process at high level.

Learning Function at Foreign Affairs : an exhaustive review of the Canadian Foreign Service Institute, its \$18 million yearly budget; an audit of learning consultants. Government Structures, how the function is funded, challenge of foreign language teaching; an investigation of building management; school performance measurement and comparison of course syllabus with local universities.

FOCAL : assessment of the extent of independence of this Foreign Affairs funded think-tank; assessment of the benefits for Canadian Universities; assessment of the impact of FOCAL findings and statements on Canadian Foreign Policy in Latin Countries of the Southern Hemisphere. Contributory to strengthening Civil Society.

Renaissance Program: First ever in-depth review of Canada's role in Eastern Europe and the Commonwealth of Independent States; a comparative review of the G-24 Donors' AID programs and financial assistance as coordinated out of the European Union (through PHARE); on-site audit, review and inspection in Eastern Europe countries of Canadian sponsored initiatives towards democratization and free trade. NOTE: this study was duplicated and validated by the Auditor General of Canada in 1994.

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1995-96 DFAIT Foreign Affairs and International Trade  
**Trade Commissioner**

For the Information Technology Sector at the US Bureau: organize major trade fairs; coordinate one third of PIBD Branch budget; coordinate strategies with Industry Canada through CIBS process; coordinate 14 US Trade Offices, their promotion activities and funding.

1992-95 DFAIT

Senior Manager, Program Evaluation

Studies of management systems; audits and review effectiveness of government programs. Eg : Canada in USSR/ Chief Auditor of the Expo92 in Seville / CFSI / FOCAL programs.

1989-92 INDUSTRY CANADA

Senior Manager, Program Evaluation

Studies of management systems; review effectiveness of government programs. EG. Scholarships/ AMTAP/ INO programs

The following are a sample of major studies developed, managed and delivered directly to the Deputy Minister's Audit and Evaluation Committee ( in those days, Harry Rogers had just arrived from his previous role as Comptroller General of Canada and was very fond of the Evaluation function. - Everything had to be perfect)

Scholarships : Review with the AUCC ( Canadian Colleges) of the government sponsored scholarships, with particular emphasis on "Women in Engineering" and NSERC's role. Development of and administration of a survey to past/ potential candidates ( assessment of the refusal rates and reasons).

AMTAP : Survey and on-site assessment of a large sample of the Advanced Material initiatives funded by Industry Canada as compared with the NRC "IRAP" long standing program. Review of provincially supported research centres ( e.g. the CRIQ in Quebec).

INO : Summative evaluation of a joint federal-provincial Economic Development program to support the Institut National d'Optique, with a view at stating the merit of extending this type of "pure" scientific research at government expense (rather than private sector). NOTE that this work was later useful in considering Canada' national scientific policy as funded by DFAIT for Trade purposes.

## Human Resources emphasis

1987 \_ 1988 \_ SERIES OF SHORT ASSIGNMENTS

**HR Subject Matter Expert**

PUBLIC SERVICE COMMISSION

**Occupational review (Classification)** of all personnel management in the Government of Canada. Reporting to Chairperson of Public Service Commission.

BUREAU OF MANAGEMENT CONSULTANTS OF THE GOVERNMENT OF CANADA

## ROGER MANDEVILLE

Senior coordinator and **Senior Consultant** of all Canadian International Development Agency (CIDA) management and **classification** consultancy for the Americas.

### EQUAL PAY FOR WORK OF EQUAL VALUE TASK FORCE - TREASURY BOARD AND UNIONS (JOINT INITIATIVE)

Represent Treasury Board on a Job Classification Committee reviewing the **classification** level of 1,400 benchmark jobs across Public service

#### 1985\_1987 EXTERNAL AFFAIRS CANADA

Senior Export Controls officer.

Portfolio responsibility for all strategic exports to China , East Block, Irak, Lybia. Represent Canada at multilateral talks in Paris. Coordinate with senior business officials for release of American-origin goods. Senior advisor on procedures and regulatory reform. Coordinated procedural review in light of Europe 1992 unification.

#### 1983\_1985 TREASURY BOARD CANADA

Program analyst.

Analysis and recommendation of Government proposals to launch new policy initiatives or to enhance existing programs. Continuous review of Government Structures. Budgetary restraint measures : critical examination of program delivery systems for the purpose of reducing expenditures.

#### 1980\_1983 DEPARTMENT OF COMMUNICATIONS CANADA

Senior personnel adviser responsible for **Job design** in the transfer of Technology teams to Saudi Arabia and other Mediterranean Arab countries. Executive Secretary to a bilateral Canada/USA technical committee on Radio Spectrum Frequency management, with emphasis on staffing of negotiation teams for Space and Telecommunications engineering and research occupations.

#### 1979\_1981 CEGIR(MONTREAL)& INPED D'ALGERIE

**Management Consultant**

(on secondment from Government). **International expert on Job Classification** government-wide systems and structures. Advice on organization infrastructures (i.e. Government Structures) and the impact on Compensation packages.

#### 1976\_1979 DEPARTMENT OF COMMUNICATIONS CANADA

**Director of Pay, Classification and Organization** for 2,100 employees.

Full time head of studies of classification for all occupational groups in the Department.

#### 1975\_1976 TREASURY BOARD CANADA

Chief, Personnel Policy Planning.

Plan for all Human Resource policies across government, across Canada.

#### 1974\_1975 INTERNATIONAL TELECOMMUNICATIONS UNION

Management consultant seconded by the Government of Canada through Interchange Canada. **Create a classification tool and validate all classification levels in the organization** (700 jobs). Efficiency and effectiveness review of the organization systems.

#### 1973\_1974 DEPARTMENT OF MANPOWER AND IMMIGRATION

Management consultant.

For example, image and efficiency of the Department at all border crossings between Canada and USA. Classification aspects of personnel management as related to organizational change in Regional deployment of the Department.

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1973 PUBLIC SERVICE COMMISSION

**Three months in-residence CAP course** on government machinery. ( **CAP**: Career Assignment Program)

1973 CAP Assignment.

Chief of Staffing: interdepartmental coordination for recruitment of all bilingual positions in the Administrative and Foreign Service Category across the Government of Canada with the stated intent of boosting the numbers of francophones in the Public Service.

1971\_1973 INFORMATION CANADA

Initially appointed as **Job Classification supervisor**. Increasing responsibilities up to Deputy-Director of personnel for Classification, Compensation and Organization matters.

1970\_1971 CRTC ( RADIO\_ TELEVISION COMMISSION)

**Classification Officer.**

1970 DEPARTMENT OF MANPOWER AND IMMIGRATION

**Occupational Analyst**

Accountable for **describing and analysing job contents of any and all jewelry occupations in the Canadian economy**, as it related to the North American market.

1966\_1970 DEPARTMENT OF MANPOWER AND IMMIGRATION

**Manpower Counselor** with emphasis on job definition for school drop outs and analysis of job requirements and qualification for coordination with Education officials at the Provincial level.