

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)

PROFESSIONAL SUMMARY

Erwin 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 while working for NAV CANADA.

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.

Since his retirement from the Public Service in 2009 he has been involved in writing numerous Work Descriptions and Classification Rationales for clients including the Canada Revenue Agency, Canadian Space Agency, PWGSC, HRSDC, Health Canada, Chief of the Defence Staff, Communications Security Establishment, Correctional Service Canada.

PROFESSIONAL EXPERIENCE

EON Consulting HR Consulting 2009 – 2011

- Work Description Writer-have created and rewritten Work Descriptions and Classification Rationales for The Chief of the Defence Staff, Defence Research and Development Canada, Health Canada, PWGSC, and the David Florida Laboratory of the Canadian Space Agency working in both technical and administrative occupational groups including the AS, CR, EG, EL, ENG and GT occupational groups. These have been written 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
- Have written an organizational analysis and WD's for HRSDC, Canadian Space Agency and Canada Revenue Agency
- Wrote approximately 100 work descriptions, classification rationales and statements of qualification for the Professional Institute of the Public Service as a Work Description Writer for various occupational groups.

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Canada Revenue Agency (CRA)
Corporate Organization and Classification Consultant
October 2002 – December 2008

- Facilitator/Trainer conducting two-day workshops with Senior Executives/Management and Senior Union Executives on resolving workplace issues through interest based negotiations. Conducted 8 sessions covering 160 management employees and union representatives within the Agency. Sessions covered both sides understanding the other, communication skills and problem solving geared to a win-win outcome. Techniques used included active listening, discussions of barriers to communication, differences between informal and formal conflict resolution.
- 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. My particular focus was providing Organization and Classification expertise to the study. Duties included the development of an evaluation framework for the organization and classification function including a logic model, conducting an environmental scan of government departments/agencies and private sector organizations, developing research questions, indicators and methodologies for the evaluation framework and the provision of classification expertise as a subject matter expert to colleagues on the development of the HR profile.
- Designed a learning framework for the classification community identifying competencies required by classification advisors to deliver services to clients which encompass technical, organizational and behavioural competencies required to work effectively with the new classification standards.
- Involvement in classification studies involving recruitment and retention, classification learning frameworks, CRA accreditation program, Compensation Service Delivery, Program Review, automation strategies for classification and Competency Based Human Resource Management.
- Reviewed accreditation program and updated the program guide, tutor guide and participants guide to reflect the new Agency Classification Standards and Classification Renewal initiatives reflective of separate Agency status.
- Undertook an interdepartmental investigation of recruitment and retention strategies to identify best practices in the public service.
- Participated on interdisciplinary committees as the Classification Representative on the Compensation Service Delivery Project, and the Human Resources integration of Government of Ontario and Canada Revenue Agency employees in the transfer of the administration of Ontario corporate income tax from the Ontario Ministry of Revenue (OMoR) to the Canada Revenue Agency (CRA). Mapped pay processes from the front end identifying classification requirements and dealt with classification issues in the transfer of employees from the Government of Ontario to the Government of Canada.
- Provided support to regional classification offices, other HR areas and functional managers on the interpretation, understanding and application of organization and classification policy, procedures, delegation, service standards and performance measures.
- Participated in the development of the classification service delivery model by developing the roles and responsibilities of the various stakeholders and mapping the various processes and integrating them with other HR disciplines.
- Developed and revised corporate policies and procedures for the Organization and Classification function including the Organization and Classification procedures manual for HR practitioners and the Managers Guide to Organization and Classification.
- Member of the CRA Evaluation committee doing extensive evaluations on one hundred jobs from the AS, CR, PM and IS occupational groups which 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.

- Provided research and analysis services to the Agency on the Management Group Pay Equity Complaint including legal interpretations and preparations of arguments for our legal team as a rebuttal to union claims of gender bias.
- Undertook a review of the CRA accreditation program interviewing functional managers and HR practitioners to assess the state of the program and recommending changes to the training tools and mechanism for tutoring trainees to produce more competent classification advisors.

Correctional Service Canada

Senior Project Manager

2001 – 2002

- 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.

Department of Justice Canada

UCS Project Manager

2001

- 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.

Treasury Board Secretariat

UCS Portfolio Officer/Manager

1999 – 2001

- 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.

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.

Organizational Design

- 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 for NAV CANADA.
- 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.