



Canadian Defence Academy Headquarters
Quartier général de l'Académie canadienne de la Défense

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8 July 2002

TO WHOM IT MAY CONCERN

It is my sincere pleasure to provide Mr. McDermott with a letter of reference with regards to the work he has done for the Canadian Defence Academy, (CDA) Department of National Defence.

In March 2002, CDA retained the services of SJM Consulting to provide management with org design and development for the new positions that would be required for standing up this new organization.

There were a variety of classification types and categories that were addressed to ensure the appropriateness of reporting relationships to military members. Mr. McDermott was instrumental in preparing the work descriptions, providing the rationales and liaising with the departmental classification advisor to provide us with the documentation required to staff the positions.

CDA is on time with its stand up due to the consistent and precise work provided to us by Mr. McDermott. Mr. McDermott worked as a consultant for me at CFHA and provided an equally excellent service to CFHA. He was responsible for the coordination and restructuring of approximately 56 positions from the GL COI category to the EG category. As well, he was instrumental in the review and restructuring of our 26 housing management offices across the country and for most of the writing of the head office work descriptions. Mr. McDermott did several desk audits for both CFHA and CDA. When he met with the staff whose work descriptions we were auditing, they felt comfortable and not threatened by this consultative exercise.

I will be happy to provide any additional information and can be reached at 613 541-6000 ext 8464.

Regards,

A handwritten signature in black ink, appearing to read "Danielle Dupont".

Danielle Dupont
Human Resources Business Manager
Canadian Defence Academy