



December 10th, 2003

To whom it may concern:

Stephen McDermott has worked with the Canadian Forces Housing Agency for the past 4 years as our classification officer. His work included both organizational design and job description writing. Because the Agency has its own human resources delegation, he also made recommendations to the CEO on classification group and levels, including the Hay plan norms. As the Agency launched a complete restructuring and classification exercise for the entire Agency, his work was both demanding and required a lot of direct communication with managers and staff to both understand their new roles and respond to question about their new group and level.

Stephen always represented himself in a most professional manner. He was well versed in the classification norms used in the government. He first established a clear grasp and understanding of the new organization, its' structure, its' culture and how it was to work before undertaking any job description writing.

He worked with clients in an open, congenially, receptive manner. He always attempted to understand the job in question by questioning and probing before giving a professional advise. He was responsive and open and able to express his opinions whether he agreed or disagreed with tact and honesty. Stephen willingly stated and defended his opinions without being offensive or overbearing towards others' viewpoints and attitudes.

His work was clearly articulated and fitted each position into context of the entire organization, not just one part of it. His recommendations were neither rash nor over cautious and were based on sound, available information and professional rationale. He was able to distinguish between what was essential and non-essential in terms of detail in a job description. He is able to synthesize information from many different sources and brings all that together in a coherent job description.

Stephen ably kept a number of job description activities on track simultaneously, whether they were organizational or policy positions. He was a self-starter with all energy focused on moving activities forward, which helped realize more rapidly the restructuring of the Agency.

I highly recommend Mr McDermott for any similar type of work.

Jane Roszell
CEO
Canadian Forces Housing Agency