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To Whom It May Concern,

LETTER OF REFERENCE: MR. STEVE McDERMOTT - SJM CONSULTING

I am pleased to offer the following comments relative to my experience and observations based on working with Mr. Steve McDermott over the period October 1999 to June 2002.

Context:

- As the former Regional Director of DND's Civilian Human Resources Service Centre for the Prairie Region, I came to know Mr. McDermott initially through his consulting work with DND's Universal Classification Standard (UCS) Project, and the expert role he fulfilled in support of my subordinate regional staff.
- More recently, as the Senior Manager leading a diverse committee of civilian and military managers, I worked closely with Mr. McDermott, utilizing his considerable facilitation skills during an intensive 5 month project.
- While Mr. McDermott has a particularly strong background in Job Classification and Organizational Design, he has also demonstrated broad understanding, skills and experience as a Human Resources Generalist within the Public Service environment.

In my interaction with Mr. McDermott, I have found him to be a high energy, action-oriented individual. He consistently demonstrates a strong client-focus and service orientation in his work. He does so both personally, and as a leader through the assignment of appropriate staff in response to demands from those who rely on his advice, input or action. Numerous examples of these competencies come to mind in situations involving departures from the norm where consultation, recommendations or decisions, and when training or advice were required.

Mr. McDermott demonstrates a pragmatic approach to work and daily challenges. His analyses leading to recommendations and decisions reflect a common-sense approach and sound

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professional judgment. He can be counted on to offer workable alternatives and solutions while at the same time respecting the intent and provisions of legislation, policies and established procedures. Mr. McDermott's approach to problem-solving reflects a high ethical standard and principled approach. He is both perceptive and highly analytical in this respect.

In several instances, I have observed Mr. McDermott demonstrate the enviable ability to respond effectively to problems in situations requiring constantly shifting of priorities in order to maintain balance between the demand for providing service and strategic advice, and meeting project deadlines. Despite disruptions and the requirement for constant adjustment for himself and his team, he capably maintains a consistent focus.

By sharing his expertise in an open and frank manner, he effectively establishes and maintains positive working relationships... this has proven to be a particularly valued competency, especially when presenting advice and decisions which may be contrary to the expectations or wishes of the client.

Mr. McDermott is highly consultative. Never confrontational, he approaches situations, challenges and potential problems with considerable tact, and his personal style is engaging, and indeed, disarming in situations where disagreements might arise. These attributes serve him well and contribute to his interpersonal effectiveness as a consultant. I can not recall a situation in which he ever behaved toward a manager or client in a manner which was decidedly counter-productive. Mr. McDermott is appropriately assertive when the situation requires it, and he demonstrates a pragmatic approach and good judgment to ensure productive relationships endure. The personal approaches reflected in the foregoing are consistently demonstrated and are highly conducive to constructive working relationships.

It would be my observation that Mr. McDermott does not compromise the quality and effectiveness of his work for the sake of volume or haste. As a result, clients confidently view Mr. McDermott as a highly credible Human Resource professional. His expert reputation combined with thorough analysis and preparation, and his consultative approach enhance these relationships and the trust managers have in him as an HR service provider.

In conclusion, I would not hesitate to recommend Mr. McDermott and SJM Consulting for work requiring broad Human Resource Management understanding and experience, and in particular those requiring facilitation, and job classification and organizational design expertise.

Should additional information, or clarification be required, please do not hesitate to contact me my telephone (204-833-2500, extension 4808), E-mail (Hamelin.IA@forces.ca), or at the above address.

Sincerely,



Ian A. Hamelin
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