



National Research Council  
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Conseil national de recherches  
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Human Resources  
Branch

Direction des ressources  
humaines

Ottawa, Canada  
K1A 0R6

**NRC-CMRC**

15 August 2002

To whom it may concern,

This is intended as a letter of reference for Mr. Steve McDermott who worked with the UCS project for the Department of National Defence during the time I was the Department UCS Project Manager. This includes the period (approximately), from 1999-2002.

Steve performed a variety of consulting services during his years with the project including direct service to Managers in the writing of job descriptions and subsequent evaluations using both Public Service Standards and the proposed UCS. Additionally, Steve worked on a number of management issues related to the organizational design of departmental structures.

Steve was viewed as a high performer often receiving requests by management for follow up work resulting in numerous additional assignments within and outside the Department.

Steve displayed a broad range of highly desirable competencies including the ability to work with multi-faceted teams, superior facilitation skills, excellent interviewing techniques, and excellent problem solving and dispute resolution skills.

I would recommend Steve for the provision of any of your classification and organizational services and would be pleased to provide any elaboration you may require. I can be reached at 993-5438.

Percy Fisher  
Manager, Organizational Design & Work Systems  
Organizational Effectiveness

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