



ROYAL MILITARY COLLEGE OF CANADA • COLLÈGE MILITAIRE ROYAL DU CANADA

PO Box 17000, Station Forces • CP 17000, Succursale Forces • Kingston, Ontario • K7K 7B4

6000-4 (Regr)

25 June 2002

LETTER OF REFERENCE – STEPHEN MCDERMOTT, SJM CONSULTING

This letter is to endorse the excellent service provided by Stephen McDermott of SJM Consulting in his role as consultant in an organizational review of the Registrar's Office of the Royal Military College of Canada.

In Jan 2002 I contracted Steve to provide human resource advice to address structural concerns within the Registrar's Office and to generate up-to-date and accurate work descriptions prior to seeking a comprehensive reclassification review of all staff positions. In total 16 positions were considered in this review.

Steve quickly gained a solid understanding of the underlying issues and was able to provide insightful and informed advice on reorganization options in order to address structural anomalies within the Registrar's Office. He worked very effectively with me and my staff to review current tasks and prepare work descriptions that accurately reflected current work requirements. I was impressed by his ability to rapidly become knowledgeable about an unfamiliar organization, identify problem areas, generate workable solutions and document the process in a succinct and useful report which he submitted together with the required work descriptions. I particularly appreciated his frank recommendations regarding which positions warranted reclassification and those that were currently classified at appropriate levels. Based on his work, I was able to request a full classification review of the Registrar's Office based on fair and consistent work descriptions, and with his guidance, was able to shepherd the necessary documentation through the reclassification process to obtain the desired results in minimum time. I have no doubt that without his expertise, the process would have stalled prior to completion, as I lacked the knowledge or time to tackle such a complicated task without assistance.

In summary, I was extremely satisfied with the quality of Steve McDermott's work and by his commitment to deliver top quality advice and service to help me achieve my organizational goals. I can recommend his services without reservation and would be pleased to provide more detailed comment if required.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Wilson', written over a horizontal line.

Deborah A. Wilson
Commander
Registrar