



Philémon Paquette, Ph.D.

Research and Organizational Change Interventions Studies undertaken over the period 1989-2020 (A Selection)

1. Canadian International Development Agency, Special Programs Branch, Non-Governmental Organizations Division, 1989

Evaluate the impact on the organization of changing office technology, facilitate the review and refocusing of management and staff to prepare for new technology by restructuring the organization, the jobs in the organization, and changing work procedures and rules which do not support the new direction, April 18 through June 19, 1989.
2. Mineral Industry Technology Council of Canada (MITEC), 1989

Review relevant background documents, and consult with industry and association executives as appropriate, of similar organizations elsewhere in Canada and in Australia and produce a summary report on the objects, terms of membership, legal status, funding, and management relevant to the structure of MITEC as a Canadian corporation.
3. Canada Centre for Management Development. 1989

Develop a case study of the organization of the Minerals and Metals Commodities Branch carried out by William McCann during 1987-1989 for use as a training instrument at the Centre.
4. Natural Resources Canada, Human Resources Sector, Organization and Classification Section, 1990

Carry out a study, through interview of key players throughout Surveys and Mapping Sector, of the validity of the classification of EG-ESS and DD positions and the relationship of positions in Sherbrooke to positions in Ottawa in light of the EG-ESS settlement; make recommendations on the validity of arguments on the similarities of positions.
5. Human Resource Development Canada, Income Security Redesign Project, 1990

Conduct two reviews (one general, one to address specific issues) of basic legislation

underpinning the Income Security Program (ISP) and identify each section which may require change to implement the new organization and method of operation.

6. Canadian International Development Agency, Personnel and Administration Branch, Training and Development 1991

Conduct research and analysis for and produce a report on the impact of the *CIDA Professional Development Strategy for the 1990's* on CIDA's employees including implications and costs.

7. Canadian International Development Agency, Personnel and Administration Branch, Training and Development 1991

Conduct research and analysis for and produce a report detailing an implementation plan, including courses, sources of courses, costs, and estimated time to fully implement (as well as alternative courses of action) of the *CIDA Professional Development Strategy for the 1990's Development Officer Professional Development Plan*.

8. Canadian International Development Agency, Personnel and Administration Branch, Human Resource Planning and Official Languages Division, Human Resource Planning. 1991

Conduct research and analysis for and produce a report for the President of CIDA to the Clerk of the Privy Council on PS2000 Initiatives of CIDA as *CIDA Professional Development Strategy for the 1990's* and the *Professional Development Plan for Development Officers*

9. Canadian International Development Agency, Personnel and Administration Branch, Training and Development 1991

Conduct research and analysis for, facilitate consensus building for addressing issues, and produce a manual describing a quality management system to improve the quality of services of the Training and Development Section.

10. Canadian International Development Agency, Personnel and Administration Branch, Human Resource Planning and Official Languages Division, Human Resource Planning. 1991

Conduct research and analysis to develop a skills/competencies matrix of the Administrative and Support Career Track at CIDA to serve as a basis for the development of a Professional Development Plan for the incumbents of positions in this career track.

11. Canadian International Development Agency, Personnel and Administration Branch, Human Resource Planning and Official Languages Division, Human Resource Planning. 1992

Conduct research and interviews as required to produce a report for the President of CIDA to the Clerk of the Privy Council on PS2000 Initiatives of CIDA in the areas of empowerment, involvement of staff, and accountability clarification.

12. Ministry of Housing, Toronto Regional Office, 1992.

Co-facilitate a strategic planning session of two days to clarify clientelle, relationships with stakeholders, goals and objectives and training objectives for the organization, identification of steps required to achieve identified goals and objectives and improved stakeholder relations, as well as accountability for implementation of the steps leading to each of the goals and objectives and stakeholder relations.

13. Mayor and Industrial Development Authority, City of Claremont, New Hampshire, 1993-1994

Developed a strategic plan for the revitalization of the economy of the region encompassing the City of Claremont and Sullivan County. Provided counsel to the members of the Industrial Development Agency of Claremont and the Claremont Management Forum on strategies and tactics to obtain greater economic development for the city and region, 1993-1994.

14. Citizens' Group, Claremont New Hampshire, 1993 - 1994.

Produced a series of articles on economic development, taxation, and education for a citizens group seeking new directions.

15. Occupational and Career Information Branch, Employment, HRDC, 1993-1994

Research and develop a strategic plan, and supporting materials to obtain approval of the Minister and of Treasury Board to convert the Branch into a Special Operating Agency of the Federal Government.

16. Regional Economic Diversification Ottawa (REDO), 1995

Develop a strategic plan to drive the work of REDO over its three year existence to ease the transfer of 15,000 Public Servants to the private sector. Write an economic statement on the potential impact of the downsizing of 15,000 public servants from the Federal payroll in the National Capital Region.

17. International Joint Commission, Canadian Branch, 1996

Conduct an analysis of the organization to advise the Executive Director and the Canadian Commissioners and Canadian Chair on the efficiency and effectiveness of the existing organization, and on recommendations for change in the structure of the organization, functions and positions required, and staffing strategy.

18. Industry Canada, Entrepreneurship and Small Business Office, 1996

Develop a request for proposal and evaluation criteria, and evaluation system for the development of the \$1.1 Million Investor Skills Development Program under the Canada Community Investment Program; Chair the Evaluation of the bids, write the report on the evaluation, and advise the bidders of the outcome.
19. Industry Canada, Investment Partnerships Canada, 1998.

Consult with Senior Account Executives of IPC on ways and means to obtain data on skills profiles of community work forces, develop invitation for, and invite key players in the Ottawa-Carleton region to discuss possible pilot project to be carried out in Ottawa-Carleton, develop proceedings from meeting and collect and synthesize feedback from minutes.
20. Economic Development Association of Canada, 1998.

Develop a proposal for EDAC to submit to federal officials to take lead on the development of a national program to develop skills profiles of Canadian community workforces.
21. Health Canada, Information Management Services Directorate, 2000

Universal Classification Standard, Conversion of CS Positions within the Information Management Services Directorate, Health Canada, Analysis of Situation, September 12, 2000. A Report Prepared for the CIO and DG IMSD
22. Treasury Board UCS CS Community Harmonization Group (funded by DFO and Health Canada), 2000

Prepare Anchors for all levels of the Elements , Information for Use of Others, Job Content Knowledge, and Intellectual Effort for all CS levels for use in the UCS CS Community Reference Tool.
23. National Archives/National Library of Canada, Information Technology Services Branch, 2001

Carry out an analysis of the organizational needs of the integration of information technology services of both the National Archives and the National Library into one organizational unit under a single head in consultation with key employees, define a revised organizational structure to meet needs, and prepare work descriptions, evaluation rationales, and statements of qualifications for all senior positions of the new ITSB.
24. Health Canada, IMSD, Information/Knowledge Management Division, 2001-2002

To work with the Director and senior managers of the Information/Knowledge

Management Division to produce a new organization of the Division to address its rapidly evolving responsibilities and to provide the basis of the Health Canada contribution to the Treasury Board study of KM across the Public Service

25. DFO, Corporate Services Sector, Information Management and Technology Services Directorate, 2002

In collaboration with DFO Classification Specialists, to develop the classification rationales for the classification of departmentally approved generic UCS work descriptions covering all CS positions in DFO under the CS standard for the consideration of the departmental inter-regional CS classification committee.

26. Association of Public Service Financial Administrators, 2002

Prepare and present a presentation to Treasury Board on the definition and need for action in the reform of the classification standard for the financial management of the financial management community of the Public Service of Canada

27. Canadian Space Agency, 2003

Carry out an analysis of the organizational needs of the Financial Planning and Analysis Division, Integrated Management Branch in consultation with key employees, define a revised organizational structure to meet needs, and prepare work descriptions, evaluation rationales, and a rationale for the reorganization of the Financial Planning and Analysis Division

28. Department of Justice, Office of the Senior ADM Integration and Corporate Services, 2003

Carry out an analysis of the organizational needs of the new organization created from the merger of the Integration function of DOJ with Corporate Services, and other units for the definition of a new organizational structure and position of Senior ADM Justice Administration and prepare work descriptions, evaluation rationales, and a draft Treasury Board Submission for the creation of the proposed position of Senior ADM Justice Administration

29. ESDC (as former HRDC), Strategic Policy, Strategic Management and Modern Practices, Career Development Programs 2003

Develop and deliver a draft competency-based Learning Framework for the ES or Policy Community of HRDC, a preliminary curriculum for the ES or Policy Group, learning approaches, and identify one module of training for launch in 2003 to be delivered for HRDC alone, or in collaboration with other federal departments and agencies under the leadership of HRDC SP.

30. PSPC (former PWGSC), Real Property, Maintenance Support Services, 2003-2004

Carry out an analysis of a number of outstanding work description and classification concerns of Section employees to determine the current nature of the work, current description of the work, and the appropriate classification of the work in consultation with the manager, subject employees, and PWGSC classification experts.

31. Parks Canada Agency. May-June 2004

Undertook the conduct of an examination of the currency of the content of the position number 411106821, the **Chief Legislative and Regulatory Affairs** classified as a PM-05 with a rating of 672 points and of position number 001127, **Project Manager, Regulatory Development** a PM-04, with a rating of 527 points to determine if the job content was accurately described, if not to update the work descriptions, and carry out a relativity study to determine what the classification of the two positions might be relative to their substantial comparability with the classification of similar work carried out in other departments. A report was produced based on the relativity of the senior position only deeming that sufficient to make the case for the junior position as well. The report was: **The Internal and External Relativity of the Classification Group and Level of the Parks Canada Agency Position of Manager, Legislation and Regulation Program (Position Number 411106821)** 10 June 2004. 13 pp plus 26 multi-page attachments

32. DFO Science Sector, Strategic Science Outreach, 2 January – 31 March, 2007.

Carry out necessary research and conduct interviews to develop an implementation strategy for the promotion of collaboration, consistent with the Departmental S&T Collaboration Strategy Implementation Guide and the mandate of the Strategic Science Outreach Group culminating in the report: **A DFO-Science Collaboration Opportunity Strategy - A report on: An implementation strategy and performance indicators for science outreach collaboration.** 23 March 2007, 42 pp.

33. Canadian Human Rights Commission, Corporate Management Branch and Corporate Secretary Financial and Administrative Services Division. 7 January -31 March 2008

Carry out an analysis of the Administrative Services Section of the Division, it's responsibilities, and the existing work descriptions to identify those work descriptions that are appropriate, those that need change, and prepare a report identifying the organizational change required, and the restructuring of individual jobs required, as well as a plan for the implementation of the suggested changes, and provide advice on issues of classification and other advice as required. Report was: **The Administrative Services Section, An Organization Analysis.** 19 March 2008, 26 pp.

34. Department of Fisheries and Oceans, Central and Arctic Region, 2 April – 31 Oct 2008

provide a basis (methodology, research to define appropriate profiles, the conduct of up to 9 desk audits, and the production of a summary report with recommendations for management) for resolving an organizational problem of the Central and Arctic Region of DFO respecting the appropriate allocation of administrative positions to the Clerical and

Regulatory (CR) Group or to Administrative Services (AS Group) for a total of 28 positions across the Region. Report was: **Organization Design Project: Assessment of the CR-04 Positions of the Central and Arctic Region Step 5: Summary Report on All Positions for RAW Interviews**. 13 October 2008, 32 pp.

35. Canadian Human Rights Commission, Corporate Management Branch and Corporate / Secretary Financial and Administrative Services Division. 2 July -31 December 2008

Carry out an analysis of the Financial Services Section of the Division, it's responsibilities, and the existing work descriptions to identify those work descriptions that are appropriate, those that need change, and prepare a report identifying the organizational change required, and the restructuring of individual jobs required, as well as a plan for the implementation of the suggested changes, and provide advice on issues of classification and other advice as required. Report was: **The Financial Management Section An Organization Analysis**. 11 September 2008, 26 pp.

36. Canadian Transport Agency, Communications Directorate. 14 January – 30 June 2009.

Provided organization design and classification services including organizational analysis and classification consulting with respect to the structure and content of the Canadian Transportation Agency's Communications Directorate, written and oral advice to the Director and to the Chair and CEO for the creation of a new organization and up to twelve new work descriptions. Report was: **The Communications Directorate of the Canadian Transport Agency - An Organizational Analysis** 12 June 2009, 35 pp.

37. Department of Fisheries and Oceans, Fisheries and Aquaculture Management Sector, Director Integrated Planning and Reporting (PPC) April 2-24, 2009

Provide advice and guidance through a review of documentation on the location and roles of Aboriginal Program Managers in regional offices across Canada, and the development of a position paper defining the issues FAM is facing in fisheries renewal and the change in direction this presents in terms of allocation, of these Aboriginal Program positions. Present the position paper to regional Aboriginal directors for questioning and discussion as the basis for determining the future occupational group allocation of these positions. "Paper was: **On the Description of the Work of, and Occupational Group Allocation of, Aboriginal Fisheries Officers in DF0**. April 15, 2009, 19 pp.

38. Department of Fisheries and Oceans, Science Sector, Office of the Departmental Diving Safety Officer, August-September 2009

Conduct an analysis and prepare a report on the potential impact of diving roles on the classification of positions, classified under a number of classification standards, specifically RES, REM, BI, ENG, EG-ESS, GT and AS, and prepare a new work description and statement of merit for the position of Departmental Diving Safety Officer. Report was: **Report on the Potential Impact of Diving Roles on the Classification of Positions Classified under A Number of Classification Standards (RES, REM, BI, ENG, EG-ESS, GT and AS)**. 12 August 2009, 38 pp.

39. Access to Information and Privacy Office, Ministerial Services, Strategic Communications and Ministerial Affairs, Treasury Board of Canada Secretariat (TBS). February 20- March 21, 2013.

Carried out an Organizational Review of the Access to Information and Privacy Office of TBS, including a review of background documents, the conduct of interviews with the Senior Director and Director, the preparation of report to solicit feedback, the discussion of and incorporation of modifications agreed to, and the production of a final report. The Report was: **Organizational Review of the Access to Information and Privacy Office, Ministerial Services, Strategic Communications and Ministerial Affairs, Treasury Board of Canada Secretariat (TBS)** March 13, 2013, 41 pp.

40. Human Resources Branch, Corporate Services Sector, Statistics Canada, August 1 – October 23, 2013

Provided organization design and development services to develop options for a proposed restructuring of the HR Branch (400 positions) as the basis for the redesign of the EX positions of the Branch, based on consideration of similar organizations within the Public Service and on consideration of national statistical organizations of other countries; on resources currently allocated to the Branch; and in keeping with the business lines of the Agency and the service delivery commitments of the HR Branch. The proposed options were to be accompanied by strengths and weaknesses of each. Developed and delivered a one day change management session for the HR Branch's full management team to consider the options proposed, identify strengths and weaknesses, and preferred options to be developed for consideration by the Assistant Chief Statistician Corporate Services and the senior management of Statistics Canada. Prepared a final report. The report was: **A Review of the organizational structure of the Human Resources Branch, Corporate Services, Statistics Canada.** October 23, 2013, 21 pp.

41. Risk Management Bureau, Consumer Product Safety Directorate, Healthy Environments and Consumer Safety Branch, Health Canada. September 23 2013 – March 31,2014

Engaged to Provide organizational development services to assess the existing structure of the RMB, give advice to management on how to improve the Bureau's overall performance as a regulator, and help it establish performance management tools. The final report was: **Risk Management Bureau Organizational Structure Review, Consumer Product Safety Directorate, Healthy Environments and Consumer Safety Branch, Health Canada** December 10, 2013, 43 pp.

42. Security Operations Division, Security and Intelligence Secretariat, Privy Council Office, January 29 – July 3, 2014

Carried out organization design and development work in support of organizational transition to improve efficiency and effectiveness and produced an organizational analysis report and developed a Security Professional Work Stream "development program" guide for consideration by the Departmental Security Officer community of the

Public Service. The report and development program were: **PCO Security Operations (SecOps) Organizational Analysis, draft 15 June 12, 2014, 14 pp.**, and **PCO Security Professional Work Stream Development Program, May 12, 2014, 78 pp.**

43. National Joint Council, July 29-November 30, 2014

Carried out an organization analysis of the NJC organization to clarify the accuracy of existing work descriptions and the structure of the organization. Tasks included review of historical material on the development of the NJC Secretariat and its positions, a review of the existing work descriptions, job-validation interviews (aka, desk audits) with each of the six NJC staff; the development of an organizational analysis of issues identified and options for a restructuring of the NJC Secretariat and existing work descriptions including providing advice to the Secretary to the NJC on the classification process and issues of group allocation and the applicability of the TBS PE Generics, confirmed the accuracy of a CR work description and produced a report. The report was: **National Joint Council of the Public Service of Canada, NJC Secretariat An Organization Analysis.** October 27, 2014, 39 pp.

44. Research Grants and Scholarships Directorate, Natural Sciences and Engineering Research Council, October 2014-February 2015.

Carried out consultations, research, and analysis to analyze the RGS business and major areas of accountability and activity in order to propose modifications for an optimal organizational structure that will allow RGS to deliver its program over the long term, while recognizing the degree of change anticipated during the next three years. There were two reports: **NSERC, Research Grants and Scholarships Directorate (RGS) Organizational Review Report on Staff Consultation**, 10 November 2014, 40 pp., and **NSERC, RGS Organizational Review Final Report on Selection of a most fitting Organization Design for RGS** December 31, 2014, 32 pp.

45. Aboriginal Affairs Directorate, Ecosystems and Fisheries Management Sector, Fisheries and Oceans Canada Nov 2015-March 2017.

Carried out an organizational design and development analysis of the Directorate examining the existing positions, competencies, and business and administrative processes, proposing changes to the organizational structure, job descriptions and business/administrative processes. The report was: **Aboriginal Affairs An Organization Analysis** November 2015, 37 pp.

46. **Indigenous Affairs Reconciliation Directorate, Fisheries and Harbour Management Sector, DFO.** May- July 2020

Carried out a research project to develop a succession plan and an integrated human resource plan to accompany the restructuring of the Directorate, moving the program component of the Directorate to the Fisheries and Harbour Management Sector, and the

policy component remaining in the Strategic Policy Sector. The reports were: **Integrated Human Resources Plan 2020-2023, Indigenous Affairs Directorate, Fisheries and Harbour Management Sector**. Draft July 23, 2020, v5, 16 pp., and **Succession Plan 2020-2023, Indigenous Affairs Directorate, Fisheries and Harbour Management Sector** Draft July 22, 2020, v5, 23 pp.

47. Facilities Management & CSO, Financial Administration, Corporate Services, Transport Canada, June-November 2020.

Carry out an analysis of the influences of change on the positions of the Branch the job descriptions of many dating from the early 2000's to identify possible changes in organization structure and job descriptions. The report was: **Review of The Facilities Management and Chief Security Officer (CSO) Organization of Transport Canada - A Preliminary Organizational and SWOT Analysis**. July 31, 2020. 14 pp.