



To whom it may concern,

Working with Stephen McDermott

Having dealt with Mr. McDermott via a Human Resources Support Service contract, whereby he was responsible for providing organization, classification and staffing services, I was very satisfied with his services. These comprised of performing organizational and job activities analysis, preparing the organizational structure, giving me advice and guidance on organization, classification and staffing issues. He then helped me in conducting all staffing activities leading to appointment.

I can confirm that he is a man of great integrity, is extremely dedicated to his work, and is entirely motivated to see things through and ensure your success. During the contract period, Mr. McDermott has provided me with excellent support in the areas of HR activities. His work has been a major factor in setting up my organization and staffing my vacant positions, therefore helping me to meet my own deliverables.

I can confidently recommend Mr. McDermott as a solid and reliable supplier, and expert in his field.

Yours faithfully,

A handwritten signature in black ink, reading "Gabriel Cormier". The signature is written in a cursive style with a large initial "G".

Gabriel Cormier  
Director Project Management Framework Division  
Passport Canada  
Gatineau, Québec