

# City of London - Application for Appointment to a City of London Board or Commission

## Application

Please choose the Board or Commission you are interested in serving on: **London Police Services Board**

## Contact Information

Name: **Marc Fraser**

City: **London**

Province: **ON**

Postal Code: **N5V 4X3**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I will be retiring from my position of Director of Human Resources at Mission Services on July 7, 2023 as a result meetings after that date are not an issue.  
Meeting prior to July 7 can be arranged with my work.  
Reading material in advance is not an issue.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**MISSION SERVICES of LONDON, London, Ontario A 175 employee, non-profit organization actively responding to people experiencing need, affirming human dignity and inspiring hope.  
DIRECTOR, HUMAN RESOURCES 2018-present. Mission Services advocates for the most vulnerable in the London community. I am responsible for all HR function (employee relations, recruiting, staff training and development, performance management, health and safety, compensation and benefits) for 6 branches.  
I have served 9 years in the Canadian Armed Forces where I learned the importance of "Esprit de Corps". I also spent a 6 month tour of Cyprus under the auspices of the U.N.  
CANADIAN ARMED FORCES 1979-1984  
ADMINISTRATIVE MANAGER (Battery Captain) - 5 RALC, Québec, Québec  
Responsible for overall management of unit; supervised the completion of performance evaluations; ensured operational readiness of all material resources ; member of promotion boards; designed and conducted training courses; provided personal and financial counseling. Participant in RV 81.  
TRAINING ADVISOR (RSS Officer) - 2 FIELD RCA, Montréal, Québec  
Responsible for training standards of Regiment; ensured implementation of National Defense policies; evaluated personnel development programs; coordinated personnel and material deployments.  
B.A. Honours History with minor in Political Science  
Royal Military College of Canada, Kingston  
I am also a registered current Firearms Licence owner.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Served 5 years as an Artillery Captain in the Canadian Armed Forces  
Member, Diocese of Huron – Human Resources Committee 2006-2008  
ISO 14001/TS 16949 Auditor Training  
Dale Carnegie graduate  
Chair, Job Evaluation Committee; Values Focus Group**

**Co-Chair, Joint Health and Safety Committees, Events Committees  
Master Trainer, Enhanced Service Process and Working  
United Way Campaign Chair – D. H. Howden; Co-Chair Rieter Automotive  
Member, Service Excellence Team; Hiring Power Team; Customer Service Group  
Baseball Coach – Division B Champions, North London Blue Jays Mosquito Level 2006-  
2008  
Certified Human Resources Professional (CHRL)  
Certified Management Member – WSIB**

4. We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

**I recently participated in the KAIROS Blanket exercise based on using Indigenous methodologies where the goal is to build understanding about our shared history as Indigenous and non-Indigenous peoples in Canada by walking through pre-contact, treaty-making, colonization and resistance. Everyone is actively involved as they step onto blankets that represent the land, and into the role of First Nations, Inuit and later Métis peoples. By engaging on an emotional and intellectual level, the Blanket Exercise effectively educates and increases empathy.**

**I am a Quebecois who learned English on my own by switching from Grade 5 French schooling to Grade 6 English schooling at Lamacaza, PQ.**

Attach resume or other document here (optional): **Marc Fraser Resume March 2023.pdf**

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **3/17/2023 3:57:24 PM**

# MARC FRASER, B.A. (Honours), C.H.R.L.

London, Ontario N5V 4X3

## MANAGERIAL PROFILE

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Enthusiastic, bilingual, goal oriented, senior CHRL Human Resources professional with extensive industry knowledge and background in the non-profit, financial, call centre, warehousing, automotive and manufacturing sectors. Demonstrated expertise in recruitment, performance development, grievance settlement, project management, benefits, pension and salary administration, counseling, coaching, training, health and safety management. A team player with excellent leadership and senior managerial supervisory skills. Works effectively and independently of supervision in any challenging environment.

## BUSINESS EXPERIENCE

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**MISSION SERVICES of LONDON, London, Ontario** A 175 employee, non-profit organization actively responding to people experiencing need, affirming human dignity and inspiring hope.  
**DIRECTOR, HUMAN RESOURCES 2018-present**

Mission Services of London advocates for the most vulnerable in the London community. I am responsible for all HR function (employee relations, recruiting, staff training and development, performance management, health and safety, compensation and benefits) for 6 branches.

Negotiated decrease of 25% in overall benefits costs with 18 month guarantees for health & dental  
Helped MSL achieve 431 No WSIB Lost Time days and 260 NWLT days in a 3 year window  
Increased training adherence for all staff for CPI and First Aid from less than 30 % to 73 % in 5 months  
Introduced simplified, more focused performance evaluation forms for performance based system  
Hired Volunteer Coordinator which significantly increased volunteer volume and satisfaction  
Corrected numerous Benefits and Pension Plan administrative errors upon hire

**NORDIA-KITCHENER CALL CENTRE, Kitchener, Ontario (Head Office Montreal, Quebec)** A 350 employee, USW unionized leading outsourcer of customer care solutions.  
**MANAGER, HUMAN RESOURCES 2008-2018**

In a state-of-the-art Customer Contact Centre servicing Bell Canada, I have been responsible for all Human Resources, Labour Relations, Recruiting and H & S in Kitchener as well as providing support to management and agents, policy, program and staff development. I was also the HR Prime for six other locations in New Brunswick, Ontario and British Columbia.

Successfully introduced Trainer-based recruiting  
Member Nordia CBA negotiation team which successfully reached 3 new CBAs which implemented lower labour costs, new scheduling protocols and one five year contract  
Implemented new work culture reducing Absenteeism by as much as 31.3 %  
Increased Fill to Required Hire ratio by 30% and exceeded annual Hiring Goals by 5%,  
Improved the labour relations climate at work by working closely with the United Steelworkers Local 838-15 and National rep  
Reduced Reported Accidents from 7 to 0  
Implemented new RSI prevention program which result in Rebate first NEER for Nordia  
Attained WSIB Rebate for Company in 2013 and 2014.  
Lead the resurgence of the HR department from one that was perceived as a weak link to a highly efficient and visible knowledge based entity  
Help coach, mentor and develop new Team Managers

Fraser, Marc

**RIETER AUTOMOTIVE CANADA-CARPET, London, Ontario**  
A TS 16949, ISO 14001 TIER 1 CAW unionized automotive carpet manufacturer to OEMs.  
**MANAGER, HUMAN RESOURCES 2003-2008**

In a lean automotive environment set up HR department for a Tier 1 automotive parts manufacturing company; created Human Resources and Health & Safety procedures manuals; maintained harmonious labour relations with the CAW; supervised a department of three; implemented a state-of-the-art time and attendance-ADP payroll system; back up weekend production supervisor; attended a number of Kaizen and value stream mapping events; organized major events such as - General Motors QSTP and Ford Q1 ceremonies, Earth Day 2007.

Decreased Absenteeism rate by 44 % 2007 vs 2006 by implementing new attendance policy  
Created a cohesive, multicultural hourly production workforce by personally hiring over 250 employees  
Reduced turnover rate from 14% to less than 1% in 6 months  
Reduced recordable accidents by 76% and Lost Time accidents by 80%(2007 vs. 2004)  
Improved NEER Performance Index from 3.00 to 0.87, a 79% improvement producing a Rebate payment for the Company  
Negotiated a four-year "first contract" and a three-year collective agreement with the CAW-Canada Local 27

**CARTIER PARTNERS FINANCIAL GROUP, London, Ontario (Head Office Montreal, Quebec)** A national financial services company with assets under management of \$17 billion.  
**MANAGER, HUMAN RESOURCES 2001-2002**

Managed HR department and provided HR support for three locations; supervised payroll, benefits and HRIS system; recruited staff; responsible for floor security; consolidated various HR programs; responsible for a number of start-up admin programs.

Consolidated 6 payrolls on 4 different platforms to a single Ceridian platform, reducing administrative and financial costs by \$100,000  
Chaired Focus Groups that produced new Resources Centre's Values Compass, Name and Slogan  
Developed employee reward system

**BEAULIEU CANADA, Stratford, Ontario (Head Office Farham, Quebec)**  
A national manufacturer of area rugs and a major supplier to IKEA, Sears, Home Depot, Canadian Tire.  
**HUMAN RESOURCES MANAGER 2001**

Managed all Human Resources, Payroll and Health and Safety functions for an ISO 9001 company; identified training needs for young supervisors and programs required to reduce NEER costs; hired new staff.

Wrote and implemented new Health and Safety policies and procedures to ensure company would pass next Internal ISO Safety Audit and rebuilt Hazardous Products data base  
Developed, wrote and implemented HR Policies to ensure adhesion to new corporate standards



Fraser, Marc

**SIEMENS CANADA LIMITED, AUTOMOTIVE SYSTEMS, London, Ontario**  
Global manufacturer of DC motors and engine cooling fan-shroud assemblies.  
**RECRUITMENT ADVISOR (Contract) 1999-2000**

Recruited Professional and Skilled employees in a fast-paced, CAW- unionized, automotive QS 9000 and ISO 14001 environment; filled following positions - Application/Design Engineers, Process Engineers, Production Schedulers, Electricians, Set-Ups Class "B". Assisted with the organization of Siemens Job Fair and sole recruiter at 2-day Toronto High Tech Career Expo.

Saved placement fees of \$240,500 and reduced open positions by 43% by hiring 33 Engineering and Skilled Trades candidates extending my contract from 2 to 10 months in the process

**D. H. HOWDEN division, Sodisco-Howden Group, London, ON (Head Office Montreal, Quebec) National, wholesale hardware distributor for Pro Hardware.**  
**MANAGER, HUMAN RESOURCES 1985-1989**

Managed all divisional Human Resources functions; developed and implemented personnel policies; ensured compliance with all legislative acts; administered all compensation and benefits programs

(\$22 Million payroll, \$4.5 Million pension fund); salary administration; employee negotiation and conciliation; manpower forecasting; recruitment; employment interviews; job evaluations program; health & safety; personal counseling; \$1.8 Million corporate benefits budget and \$265,000 departmental budget. Additional responsibility for office management includes mailroom, courier, cafeteria, office equipment and supplies.

Won two WSIB 91(7) penalties Appeals, which saved \$250,000 by reviewing, analyzing and coordinating presentation with Consultants

Implemented corporate downsizing reducing gross wages by 36.1% and personnel by 40% over 2 years

Implemented WSIB Cost Containment, Light Duties and Incentive programs which reduced lost time accidents from 47 to 4 (-91%) and lost days from 1,034 to 38 (-96%) over 3 year period, helped attain NEER Performance Index of 0.04% in 1996 and 0.05% in 1997 and achieved 451 days "No Lost Time Accidents" earning official recognition from WSIB

Implemented computerized Time & Attendance system totally integrating building security with ADP Payroll system

Consolidated 3-floor office operation to a more efficient 2-floor operation

Implemented a more cost efficient defined contribution pension plan

Developed and implemented a pay equity plan 12 months prior to deadline

**CANADIAN ARMED FORCES 1979-1984**

**ADMINISTRATIVE MANAGER (Battery Captain) - 5 RALC, Québec, Québec**

Responsible for overall management of unit; supervised the completion of performance evaluations; ensured operational readiness of all material resources such as vehicles, radios and supply stores; member of promotion boards; designed and conducted training courses; provided personal and financial counseling. Participant in RV 81.

**TRAINING ADVISOR (RSS Officer) - 2 FIELD RCA, Montréal, Québec**

Responsible for training standards of Regiment; ensured implementation of National Defense policies; evaluated personnel development programs; coordinated personnel and material deployments.

Fraser, Marc

## EDUCATION

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B.A. Honours History with minor in Political Science  
*Royal Military College of Canada, Kingston*

Personnel Management Certificate  
*Fanshawe College, London*

## PROFESSIONAL DEVELOPMENT/VOLUNTEER WORK

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Certified Human Resources Professional (CHRL)  
Certified Management Member - WSIB  
CPI (Crisis Prevention) training  
Served 5 years as an Artillery Captain in the Canadian Armed Forces  
Member, Diocese of Huron - Human Resources Committee 2006-2008  
ISO 14001/TS 16949 Auditor Training  
Core Processes and OEMs Customer Specific Training  
Team Oriented Problem Solving  
Ford 8-D Training  
Rieter Production System (Toyota Production System)  
Dale Carnegie graduate  
Certified Tester for General Aptitude Test Battery and Canadian Occupational Interest Inventory  
Chair, Job Evaluation Committee; Values Focus Group  
Co-Chair, Joint Health and Safety Committees, Events Committee  
Master Trainer, Enhanced Service Process and Working  
United Way Campaign Chair - D. H. Howden; Co-Chair Rieter Automotive  
Member, Service Excellence Team; Hiring Power Team; Customer Service Group  
Baseball Coach - Division B Champions, North London Blue Jays Mosquito Level 2006-2008