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ANNUAL REPORT
OF THE
TELECOMMUNICATIONS
ADVISORY COMMITTEE EXECUTIVE
FOR
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**ANNUAL REPORT
OF THE
TELECOMMUNICATIONS
ADVISORY COMMITTEE EXECUTIVE
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Canada


Telecommunications Advisory Committee

June 1985

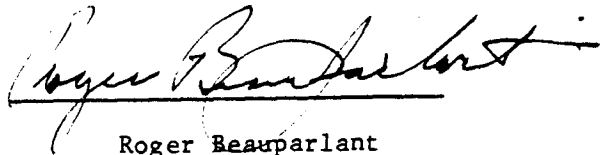
Mr. K.T. Hepburn
Assistant Deputy Minister
Technology and Industry
Department of Communications
Ottawa, Ontario

Sir:

We are pleased to submit the Annual Report of the Telecommunications
Advisory Committee for fiscal year 1984/85.



Douglas Woods
Chairman



Roger Beuparlant
Secretary

ANNUAL REPORT
OF THE
TELECOMMUNICATIONS ADVISORY COMMITTEE EXECUTIVE
FOR
1984/1985

CONTENTS

INTRODUCTION	1
BACKGROUND	1
ACTIVITIES	1
WORKING GROUP ACTIVITIES	
Working Group on Telecommunications Planning	4
Working Group on Telecommunications Training	7
REGIONAL TELECOMMUNICATIONS CONSULTATIVE COMMITTEES	9
CONCLUSION	9
ANNEX A: Terms of Reference of the Telecommunications Advisory Committee	
ANNEX B: Rules of Procedure for the Operation of the Telecommunications Advisory Committee	

INTRODUCTION

The purpose of this report is to describe the activities and accomplishments of the Telecommunications Advisory Committee (TAC) and its subsidiary working groups for fiscal year 1984/85.

BACKGROUND

The TAC was established in 1977 to advise and assist the Department of Communications in the long-range planning and coordination of the use of telecommunications on a government-wide basis. The Committee's terms of reference are attached (Annex A).

Membership on the Committee is at a senior level and in 1984/85 included representatives of the following departments:

- Department of Communications
- Government Telecommunications Agency (GTA)
- Employment and Immigration Canada
- Energy, Mines and Resources Canada
- Environment Canada
- External Affairs Canada
- Health and Welfare Canada
- Indian and Northern Affairs Canada
- National Defence
- National Research Council Canada
- Public Works Canada
- Revenue Canada, Customs and Excise
- Revenue Canada, Taxation
- Royal Canadian Mounted Police
- Supply and Services Canada
- Transport Canada
- Treasury Board of Canada

In May 1984, Mr. Douglas Woods (ExtAff) was elected to succeed A/Cmmr. W.J. Wylie (RCMP) as Chairman of the TAC.

The Committee met seven times during the year.

ACTIVITIES

Enhanced Exchange Wide Dial (EEWD) Service

As in 1983/84, the modernization of the government's telephone service in the National Capital Region (NCR) continued to be the focus of the Committee's attention and, as previously agreed, was a standing item on the agenda.

With regard to the rate structure, the TAC had recommended an approach whereby a commitment would be made for a minimum of 60,000 Central Office lines for an initial service period in order to obtain a reduced rate. With requirements for lines totalling well in excess of that figure, the government was in a position to take advantage of the more favourable rate. Further negotiations resulted in a reduction in the minimum number of lines to the financial equivalent of 42,000 EEWD main lines at the main line rate. A revised tariff of \$26.65 per line per month was approved by the CRTC in October 1984.

In February 1985, a presentation was given on the telephone dialing changes to take effect in the National Capital Region on June 15, 1985. Both local and intercity dialing will be affected. For local calls, the changes will mean seven-digit dialing and the use of "8" rather than "9" for access to the public network.

The possible disadvantage of having to dial seven digits is offset by the use of touchtone sets and the new "Intercom" feature which permits abbreviated dialing to numbers within the same organization. The Intercom feature is provided at no monthly charge, and no service charge is incurred for installation where it is part of reconfiguration. GTA is negotiating no-charge installation for those departments that have already reconfigured.

Dialing on the government intercity network will become similar to that for the public network. The new system, known as the Uniform Dialing Plan (UDP), will provide government users with an easy-to-remember, uniform dialing system based on standard area codes and seven-digit dialing.

The new procedures will provide for a more flexible system and more efficient use of the government network, with resulting savings in the government's telecommunications expenditures.

A comprehensive information plan is being carried out, and training will again be provided by departmental trainers with assistance from GTA and Bell.

At the final meeting of the year, TAC members were informed that 34,000 lines had been reconfigured, and the projected total, based on service orders received, is close to 94,000 lines. In view of the fact that the EEWD tariff was negotiated on the basis of a guaranteed 42,000 lines and that it appears there will be more than double that number, it was suggested that negotiations on the tariff be reopened. GTA confirmed its intention to do so once reconfiguration has been completed and final figures are known.

Given that the conversion to EEWD has been underway for some 2½ years and has only one more year to go, GTA presented a review of the implementation. It was pointed out that the four primary objectives had been met, namely:

- . to meet both current and future user requirements;
- . to provide for the integration of voice and data services;
- . to offer enhanced features for local telephony; and

- to provide improved network features, without capital investment or long-term contracts.

Regarding data features, there has been a slight modification to the schedule. 1985 will see local digital access at speeds up to 19.2 kb/s (synchronous and asynchronous), while the target of 56 kb/s will be met in 1986.

With the tariff finalized, reconfiguration 25% complete and all intercity features except UDP implemented, EEWD is producing substantial savings in both local and intercity costs. It is estimated that tens of millions of dollars will be saved over a five-year period as a result of this and related network modernization.

Administrative Procedures on Consolidated Services

Following the endorsement by the TAC and the Advisory Committee on Information Management (ACIM) in 1983/84 of interim administrative practices on consolidated services, the Committee was informed that, pending promulgation by TB, the practices had been issued as a subject in Section 2 of the Telecommunications Management Manual.

1984 Annual Review

Members were informed that, since the emphasis is on predictive rather than historical reporting and the most important portion of the Review is the planning framework, the title is to be changed to "Annual Review and Planning Framework for Telecommunications in the Government of Canada - 1984". The document was reviewed and endorsed by the Committee subject to certain revisions. It was suggested that GTA try to bring the publication of the document into step with the Information Technology and Systems Plan (ITSP) cycle, issuing it before the deadline for submission of ITSPs.

Policy on Microcomputers

Members were alerted to a circular document issued in February 1985 calling for the establishment within departments of policies vis-a-vis microcomputers. It was suggested that they might wish to be part of that process. In response to a comment that the policy permits EDP personnel to go directly to GTA rather than through their telecommunications organizations, it was pointed out that there would be an opportunity to correct this situation at a later date. The importance of developing departmental telecommunications policies was again emphasized.

Classification Standards for Telecommunications

Reference was made to an earlier recommendation on the subject made by the Working Group on Telecommunications Personnel. Currently, some 3,000 telecommunications positions are classified under a variety of classification standards. The possibility of reactivating the working group was mentioned, but rejected for the time being. It was nevertheless

recommended that the TAC find a way to contribute to the TB process of establishing benchmark positions that are clearly identified with the telecommunications sector.

Task Force on Informatics

Following a review of the activities of the Task Force by Mr. C. Guruprasad, Vice-Chairman, it was suggested that some consideration be given to security in the final report of the Task Force.

Presentations were also given to the Committee on the Canadian Standards Association and the GTA-Northern Telecom Integrated Office Systems (IOS) trial.

WORKING GROUP ACTIVITIES

WORKING GROUP ON TELECOMMUNICATIONS PLANNING

The Working Group was formed in December 1982 to provide support to the TAC in telecommunications planning. More specifically, its areas of activity include:

- consideration of items having potential interdepartmental impact;
- provision of a working forum for the exchange of information, cooperative planning and consultation among departments and agencies;
- coordinated planning of major GTA planned projects;
- interpretation of technology application and analysis of factors influencing the telecommunications environment; assessment of users' requirements and investigation of areas concerning service performance; and
- dealing with specific matters referred by TAC.

Chaired by DOC/GTA, its membership includes representatives of the following departments:

DOC/GTA
Employment and Immigration Canada
Health and Welfare Canada
National Defence
Public Works Canada
Revenue Canada, Taxation
RCMP
Transport Canada

The Working Group held six meetings in the course of the year.

During the year, the Working Group completed work begun in 1983/84 in two areas:

Survivability: In an effort to ensure that survivability is taken into consideration during the planning phases of new systems, the Working Group asked GTA to develop guidelines. Following approval by the Working Group, GTA Circular Letter 84/408, "Survivability of Government Telecommunications Services," was issued on July 27, 1984.

Telecommunications Security: The group continued its work in this area which, while not in the mainstream of the Working Group's mandate, nevertheless touches on telecommunications planning.

Guidelines on the security of information systems were issued to security officers by the Security Advisory Committee and, to close the loop, GTA Circular Letter 84/413, "Protection of Telecommunications Installations," was issued to telecommunications coordinators on September 17, 1984.

Long-term Planning

A major focus during the year was the long-term planning process, and specifically, the need for a mechanism to improve the exchange of planning information between departments and GTA. Following discussion of a paper prepared by GTA on "The Telecommunications System Planning Process," a sub-group comprising representatives of EIC, ND, TC and GTA was formed and tasked with:

- i) identifying areas of prime interest to enable departments to determine their own needs in those areas; and
- ii) determining the appropriate mechanism for obtaining this information.

As a starting point, the sub-group prepared a paper entitled "GTA Common Services Long Range Development Plan" in which the process leading to the development of such a plan was defined. The process was tested within the sub-group and resulted in a discussion paper outlining the difficulties related to information flow. Further discussions lead to the conclusion that a possible approach would be for GTA to present a description of its service offerings starting with the Government Electronic Message Service (GEMS) and one other GTA service in order to obtain reaction from departments.

The sub-group also agreed to test the use of GEMS or other electronic transfer means for the information-gathering process with a view to promoting electronic transfer of information and reducing the burden on departments of the ITSP. The sub-group will be making recommendations as to the next phase once testing within the group has been completed. It is hoped that a system will have been established by the fall of 1985 thereby permitting widening of the test base.

Evaluation and Acquisition

The Working Group recognized that the increasing number of alternatives to existing consolidated telecommunications services is placing heavy demands on both GTA and departmental resources.

To arrive at a solution which would enable the government to capitalize on alternative opportunities while maintaining a balance of efficiency, non-Working Group members were invited to share their experience. In addition, GTA presented the conclusions distilled from recent experiences in the development and acquisition of telecommunications facilities.

It was agreed that the following principles should be followed as far as possible, with due regard to departmental responsibilities and government policy:

- . To get the most for its money, the government must act as an entity.
- . The planning process must be strengthened to more effectively reflect departmental needs while maintaining total systems integrity.
- . Viability of alternative common services should be tested against established specifications as soon as possible.
- . Where government common services do not and cannot be made to meet specific departmental requirements, flexibility should exist for a solution outside the consolidated services.
- . Consideration of attractive competitive market opportunities should be processed expeditiously through the central management mechanism to ensure network compatibility and overall cost-effectiveness.

To implement these principles, the Working Group decided to develop procedures to standardize the evaluation of telecommunications alternatives. It was pointed out that, as a first step, Government Telecommunications Specifications were being distributed to the telecommunications community.

It is felt that evaluation guidelines will provide the community with the needed assistance and result in a consistent approach to acquisition.

GTA Plans

In line with its mandate to provide a focal point for the coordinated planning of major GTA projects, the Working Group reviewed GTA's plans in the following areas:

Satellite Communications: The Working Group was informed that a Request for Proposals (RFP) for the Time Division Multiple Access (TDMA) network had been issued to carriers, and that trials of the Single Channel Per Carrier (SCPC) network would begin in November 1984 with the objective of developing specifications for an RFP. GTA's intention is to maximize benefits to users by embarking on satellite communications on as large a scale as possible. This will have the added effect of providing opportunities for the Canadian

earth station industry. The satellite network will be able to be integrated into the intercity network and will enable GTA to extend the network to areas where it is presently not feasible to do so.

Office Communication Systems: The Committee was informed that, in view of the success of the trial project conducted at RCCE, GTA intends to extend the trial by adding other clients, with a view to developing a common service offering. This service will offer a number of features, including possibly an encryption capability. The extended trial will start in Toronto and proceed to Ottawa.

Shared Data Network: This network, using current proven technology, will be offered to departments in an operational trial status in the second quarter of 1985. The feasibility study indicates that the pay-back period will be very short and savings very substantial.

Uniform Dialing Plan: A briefing was given on the new long-distance and local dialing procedures for the National Capital Region which will take effect on June 15, 1985. It was noted that the changes may have an impact on directory listings and on Administrative Policy Manual chapters 435 and 436.

WORKING GROUP ON TELECOMMUNICATIONS TRAINING

The subject of telecommunications personnel training was raised in the forum of the TAC in June 1984. At that time it was concluded that training has emerged as a key issue, and a proposal by GTA to proceed with the development of training deliverables, using a communal approach and resource sharing among departments, was endorsed by the TAC.

A special interdepartmental meeting was held on November 6, 1984 with the purpose of discussing telecommunications management training needs within the government. It was proposed that activities to identify and provide for immediate training needs be carried out in parallel with the systematic long-term training development process.

In a discussion of departmental training requirements, the following were felt to be the principal concerns:

- The need for training exists at many levels, from the need for a familiarization with telecommunications terminology to the need for ongoing updates on latest technology, products, regulatory issues etc. There was general consensus that information flow on these aspects needs to be improved.
- Inconsistencies exist in the information available at HQ and the regions.
- Lack of awareness of the current telecommunications environment and issues at the executive and managerial levels makes the job of telecommunications personnel difficult.

In line with the agreed resource sharing approach, a call went out for volunteers for a working group which would represent the departmental point of view on an ongoing basis, and assist in the developmental work. The representatives of the following departments agreed to participate as members of the Working Group:

Employment and Immigration Canada
National Museums of Canada
Public Archives Canada
Public Works Canada
Revenue Canada, Customs and Excise
Revenue Canada, Taxation
Statistics Canada
Transport Canada

Further discussion led to a consensus that the Working Group should formally report to the TAC and should be called the Working Group on Telecommunications Training.

The Working Group was formally established by the TAC on November 7, 1984 with the purpose of:

"... providing ongoing advice on departmental concerns related to the development of common training and information-sharing mechanisms for personnel involved in telecommunications management."

Chaired by GTA, it is tasked with:

- . advising on the practical steps for implementing the long-term training development methodology;
- . identifying short-term information needs of telecommunications personnel and recommending methods of meeting those needs;
- . recommending creation of sub-groups to address specific issues and providing guidance for their activities;
- . advising on and assisting in organizing and conducting training courses, seminars, and information exchange meetings; and
- . implementing direction emanating from TAC.

The Group has held four meetings since its inception.

As a first step, the Working Group reviewed the revised Telecommunications Coordinator Profile and Knowledge Elements. It was agreed that it achieves its objective of describing the functions of telecommunications management within the government, and is comprehensive and functional in its present form.

Regarding short-term training needs, a number of subjects were identified as having a high priority. It was agreed, however, that telecommunications acquisition was the highest priority. The subject areas were subsequently organized into a five-level approach, starting with a comprehensive overview of the elements directly involved in the acquisition process.

A sub-group for current training requirements was created to develop a training program outline for this first module. The outline was discussed, refined and subsequently presented to the TAC, where it received enthusiastic support. The first Government Telecommunications Study Session will be held June 5-6, 1985. An important part of the Study Session evaluation will be identification of the needs and priorities of future training initiatives.

REGIONAL TELECOMMUNICATIONS CONSULTATIVE COMMITTEES

The Secretary reported to the Committee that regional consultative committees were being established with a view to ensuring that regional personnel are aware of developments in the federal telecommunications arena. Members agreed to support the establishment of such committees and, by the end of the year, a committee had been formed in both the Pacific and Ontario regions, as well as three in the Atlantic Region.

CONCLUSION

The activities of TAC over the past year have been largely taken up with the EEWD conversion and its attendant problems. Despite this preoccupation, TAC addressed several other activities that in reflection were at least the equal of the previous year's efforts and in substantive terms furthered the knowledge and interest of the telecommunications community. Included was the welcoming of new members to TAC which is also a measure of progress and community interest. While the 84/85 session saw a few contentious issues, there were no major policy reviews or initiatives of note for reasons stated above, other than the organization of an ambitious first Government Telecommunications Study Session.

In conclusion, therefore, it is our recommendation that while the general thrust of TAC appears to be effective and appropriate, the 85/86 session might review the terms of reference, particularly with regard to procedure and to stress the importance of maintaining as senior a level of departmental representation as is possible. The collective progress of TAC from the early years of 1977/78 has been considerable and there is no difficulty in predicting that the next few years will be crucial to the whole telecommunication sector with the convergence of technologies. It is, therefore, further recommended that the next session review Chapters 435, 436 and maybe even 440 of the Treasury Board Administrative Policy Manual as well as focusing on heightening the profile of telecommunications-oriented job packages within existing public service classification standards.

ANNEX A

TERMS OF REFERENCE OF THE

TELECOMMUNICATIONS ADVISORY COMMITTEE

TELECOMMUNICATIONS ADVISORY COMMITTEE

TERMS OF REFERENCE

1. Overall Goal

The Telecommunications Advisory Committee advises and assists DOC in the long-range planning and co-ordination of the use of telecommunications on a government-wide basis.

2. Advisory Role

The Telecommunications Advisory Committee acts as a forum for the telecommunications users to discuss mutual problems and to provide, at a senior level, advice to GTA on such matters as:

- a) long-range planning needs;
- b) the demand for new services and the need for the development of new systems;
- c) means of satisfying user requirements.

3. Supportive Role

The Telecommunications Advisory Committee, through the individual experience of member departments, creates feedback at a senior level by:

- a) providing a forum for members to exchange information concerning the cost and effectiveness of services received from GTA and other sources;
- b) providing a forum for the discussion of major issues and problems, and for suggesting possible courses of action;
- c) encouraging the evaluation of major systems in the government and the evaluation of present co-ordinating mechanisms in government;
- d) providing a forum for the discussion of proposals for changes in administrative policy, directives and guidelines regarding the planning, co-ordination, operation, and evaluation of telecommunications systems in government.

4. Committee Membership and Meetings

Membership on the Committee is at a senior level and includes the departments of Communications, Supply and Services, National Defence, Transport, External Affairs, Environment, the Royal

ANNEX "A"

- 2 -

Canadian Mounted Police, the Treasury Board Secretariat and a number of other departments and agencies which are normally major users of telecommunications in the government and which are selected by TBS.

The Chairman of the Committee is elected by the members, while GTA provides the secretariat for the Committee on an ongoing basis. The Committee meets at least once a year and additional meetings may be called by the Chairman or DOC, as required. Requests to the Chairman may originate from any member.

ANNEX B

RULES OF PROCEDURE FOR THE OPERATION OF THE

TELECOMMUNICATIONS ADVISORY COMMITTEE

ANNEX "B"

1. EXECUTIVE

- a) The Executive shall consist of a Chairman and a Secretary.
- b) An Annual Report shall be prepared by the Executive at the end of each fiscal year for the advisement of the Assistant Deputy Minister, Technology and Industry, Department of Communications. Copies of this report will also be distributed to Treasury Board and departments.

2. CHAIRMAN

- a) The Committee shall select a Chairman by nomination and majority vote.
- b) The term of office for each Chairman shall normally consist of one fiscal year (i.e. April 1 - March 31).
- c) Should the Chairman resign for any reason, it is the responsibility of his/her department to provide a replacement, acceptable to the Committee, to finish the unexpired term. If for any reason this should not prove feasible, the procedure in (a) immediately above shall apply.
- d) If the Chairman is absent from a meeting, the immediate past or other past Chairman should assume the Chair. If no such past Chairman is present, the Secretary should assume the Chair.

3. SECRETARIAT

- a) The Government Telecommunications Agency shall provide the Secretary and secretarial services necessary to support the Committee. The Secretary is a non-representative, non-voting member.
- b) The agenda and any supporting documentation, including proposals, are to be distributed at least two weeks before each meeting. Only the Chairman may authorize the tabling of papers less than two weeks before a meeting.
- c) The minutes of the Committee will be prepared in both official languages and will normally be distributed to members and alternates within three weeks of each meeting. The minutes will also be distributed to the departmental telecommunications coordinators of all departments and agencies which are subject to the policies and guidelines of the Treasury Board Administrative Policy Manual, Chapter 435, "Telecommunications Administration".

- 2 -

4. MEMBERSHIP

- a) Membership on the Committee is at a senior level and includes the departments of Communications, Supply and Services, National Defence, Transport, External Affairs, Environment, the Royal Canadian Mounted Police, the Treasury Board Secretariat and a number of other departments and agencies which are normally major users of telecommunications.
- b) Each department may be represented by one member and one alternate except in the case where a department provides and is considered as a common service agency. In the latter case one member may be appointed to represent the common service agency with a second member representing the department as a "user" of telecommunications. The criteria per e) below shall be used to establish the "user department" membership.
- c) The department supplying the Chairman may, during his/her term of office, have an additional departmental representative who will have the right to vote.
- d) At any time any department may apply for membership to the Office of the Deputy Secretary, Administrative Policy Branch, Treasury Board Canada.
- e) At least annually the membership of the Committee is to be reviewed by Treasury Board staff with the Executive, who will consult with appropriate members. This review should normally take place before the beginning of each fiscal year.
- f) The following criteria will be evaluated when considering new membership applications and when reviewing the ongoing membership:
 - i) impact of department or agency on total telecommunications expenditures of the federal government;
 - ii) impact of telecommunications on departmental program;
 - iii) level of representative - members shall normally be at the Director General or equivalent level;
 - iv) attendance record of representative.
- g) The names of each departmental representative and one alternate representative shall be transmitted by letter to the Secretary. Departmental representatives not so identified are not entitled to vote.

5. OBSERVERS

- a) Departmental representatives may be supported, as they deem necessary, by any number of observers to provide specialist advice. To be recognized by the Chair such observers must, however, address the Committee through their official representatives.
- b) Anyone wishing to attend a meeting who is from a non-represented department shall request permission to attend by notifying the Chairman at least one week prior to the date of the meeting. Non-represented observers are not qualified to address the meeting unless they specify such requirement at the time of their request to attend.

6. VOTING

- a) Each department shall have only one vote.
- b) Recommendations will be made by a majority vote of the committee; however, all recommendations that are not unanimous will include the position and identification of each dissenting department.
- c) The Chairman has voting privileges only when a tie vote is recorded, in which instance he/she shall cast the deciding vote.

7. FREQUENCY OF MEETINGS

- a) Meetings shall be called by the Chairman or DOC, as required, with a minimum attendance of a quorum (a quorum shall comprise 10 voting members).
- b) The Committee shall normally meet quarterly, as a minimum schedule.
- c) The date of the next meeting shall be decided as the last item on the agenda of each meeting and any subsequent change of this date will require three weeks notice to departmental representatives.

8. LOCATION OF MEETINGS

The location of Committee meetings will be determined by the Secretary.

9. WORKING GROUPS

The work of the Committee will be carried out by working groups selected by and tasked by the Committee. The working groups will have specific objectives with time limits to the extent feasible.

10. PRESENTATIONS

- a) Presentations given by any segment of the public sector on topics of interest to the Committee will normally be given within the forum of Committee meetings.
- b) Presentations given by any segment of the private sector will be arranged in coordination with the Secretary. Whether these presentations are given within or outside the forum of Committee meetings shall be decided upon as they arise by the Executive.