

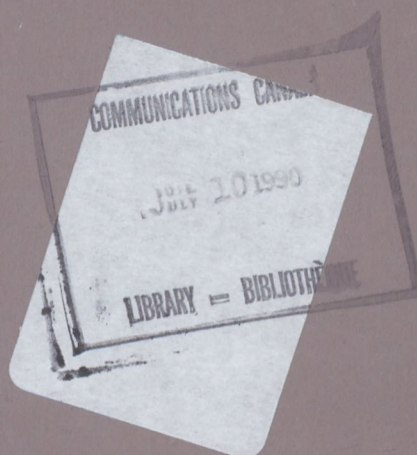
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# TELECOMMUNICATIONS ADVISORY COMMITTEE

1986/87

## ANNUAL REPORT



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**TELECOMMUNICATIONS ADVISORY COMMITTEE**

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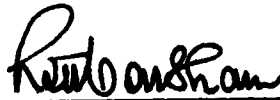
**Telecommunications Advisory Committee**

June 1987

Mr. R. Stursberg  
Assistant Deputy Minister  
Telecommunications and Technology  
Department of Communications  
Ottawa, Ontario  
K1A 0C8

Sir:

On behalf of the members of the Telecommunications Advisory Committee, we are pleased to submit the Annual Report of the Committee for fiscal year 1986/87.



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Roger Marsham  
Chairman



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Roger Beaudarlant  
Secretary

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## **BACKGROUND**

The Telecommunications Advisory Committee (TAC) was established by the Treasury Board in 1976 to advise and assist the DOC in the long-range planning and coordination of the use of telecommunications on a government-wide basis. The Committee acts as a forum for the discussion by telecommunications users of mutual problems and the development of positions on issues affecting telecommunications, such as the need for new systems and services, the cost and effectiveness of existing services, long-range planning and administrative policy changes .

Membership on the Committee comprises representatives of departments and agencies which are major users of telecommunications in the government and which are selected by TBS. In 1986/87 member departments were:

- Department of Communications
- Government Telecommunications Agency
- 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 Library of Canada
- 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 Canada Secretariat

In May 1986, Mr. Roger Marsham, Assistant Deputy Minister, Finance and Administration, ExtAff, was elected to succeed Mr. Paul Gauvin of EIC as Chair. The Committee Secretariat is provided by the Government Telecommunications Agency (GTA). The TAC held five meetings during the year.

The bulk of the work of the TAC is carried out by working groups selected and tasked by the Committee.

The Working Group on Telecommunications Planning (WGTP) is chaired by DOC/GTA. Its membership includes representatives of the following departments:

Employment and Immigration Canada  
Energy, Mines and Resources Canada  
National Defence  
Public Works Canada  
Revenue Canada, Taxation  
Royal Canadian Mounted Police  
Transport Canada  
Treasury Board Canada Secretariat

The Working Group on Telecommunications Training (WGTT) was created to provide advice on common training and information-sharing mechanisms for telecommunications personnel in both the short and long terms, and to organize and conduct training courses and seminars. Chaired by DOC/GTA, the group includes representatives from the following departments:

Department of Communications  
Employment and Immigration Canada  
Energy, Mines and Resources Canada  
Government Telecommunications Agency  
National Museums of Canada  
Public Archives Canada  
Public Works Canada  
Statistics Canada

Both groups held five meetings during 1986/87.

Linkage also exists to regional consultative committees, which refer to the TAC issues that need to be addressed at that level.

During the period under review, the main challenges facing the Committee were to increase the visibility of the telecommunications community and to address training, career planning and related personnel matters. An area of growing importance was the impact of telecommunications on the management of information technology in the government.

#### **TELECOMMUNICATIONS AND THE MANAGEMENT OF INFORMATION TECHNOLOGY**

Following the tabling of the paper prepared by the Advisory Committee on Information Management (ACIM) entitled, "An Information Management Policy Overview - A Framework for Information Technology Management", the Committee was requested to provide its comments and advice.

An examination of the document occupied the bulk of the WGTP's attention during the year. In view of the fact that the policy considerations outlined in the paper are of vital importance to the telecommunications community, a document was prepared listing the areas which it was felt TAC should address. The Committee agreed that the heavy program of work which will result will necessitate the creation of a steering committee to develop an action plan.

In November 1986, Mr. Gerry Capello, Deputy Secretary, Administrative Policy Branch, TBS, was invited to address the TAC. He briefed the Committee on the TBS action plan for the management of data and information technology and the function of the recently-created Information Management Division within TBS, and clarified the role of ACIM and its relationship with TAC. He stressed the importance of establishing meaningful dialogue between TAC and ACIM, particularly at a time of diminishing resources with the concomitant pressure for greater efficiency.

## **TRAINING**

Significant progress has been made during the year in this area.

The second annual government telecommunications study session was held on June 3-4, 1986. The annual sessions explore topical themes and are intended for telecommunications and information processing managers. The theme of the 1986 session, which was sponsored by EIC, was "The Integrated Office". The session attracted 225 participants who, in their evaluation of the session, indicated a high level of satisfaction, as well as strong support for an ongoing annual event of this type. Documentation provided to the organizing committee by the speakers was subsequently made available to the telecommunications and EDP communities.

At year end, planning for the 1987 study session was well advanced under the sponsorship of TC. With the theme "Sharing Solutions", it will involve speakers from the U.S. and provincial governments, universities and carriers, as well as the federal government.

At the May 1986 TAC meeting, a report was given on the special meeting held February 3-4, 1986 in Cornwall to discuss an approach to telecommunications training.

An action plan was developed, the principal components of which are:

- Short term:   °Course for telecommunications clerks
- °Inventory of telecommunications training courses
- °Basic Telecommunications Service Officer (TSO) course
- °Involvement of PSC in training development
- °Consultation with the TBS
  
- Medium term:  °Presentation for the Professional and Technical Training Board
  
- Long term:    °Occupational analysis
- °Certification/accreditation
- °Development of benchmark positions and classification
- °Communications of telecommunications issues, particularly to senior management, by such means as an annual telecommunications week, a telecommunications module in management orientation courses, an information bulletin, and articles.

It was recommended that the plan be carried out under the leadership of GTA. In line with this responsibility, GTA wrote to TBS seeking support for the action plan and emphasizing the importance of having PSC carry out an occupational analysis of the telecommunications community. As a result of consultations with TBS and PSC, an occupational analysis is contemplated for the late spring of 1987. A briefing on the action plan was also given to the Professional and Technical Training Board.

Concerning the short-term plan, seminars on Open Systems Interconnection and Automating the Office (based on the TVOntario series of the same name) were organized during the fall of 1986, drawing audiences of approximately 125 and 75 respectively.

A sub-group was established under the WGTB to develop a basic course to meet the needs of TSOs pending completion of the occupational analysis. TSO tasks have been identified and categorized as either technical, managerial or administrative. Each category will be dealt with at three levels of complexity. The sub-group is exploring methods of training delivery applicable to each category and level.

Work on the course for telecommunications clerks and the inventory of courses is also underway. In the latter case, a survey of the private sector (including academic institutions) and government organizations was carried out, and a database has been developed. A training catalogue will be available by the summer of 1987. GTA hopes to be able to negotiate special arrangements with training institutions to meet the common needs of telecommunications personnel in various departments.

#### **OPEN SYSTEMS INTERCONNECTION (OSI)**

Work begun in 1985/86 on developing a response to the DOC discussion paper on the implications of OSI for Canada culminated in a formal submission by TAC. The Committee endorsed the principle of OSI and proposed that preference in procurement be given to products conforming to that standard. Regarding the potential impact of OSI on marketability and competitiveness, the Committee expressed interest in OSI as a means of enhancing program delivery as well as administrative productivity in the government. In order not to limit the number of Canadian vendors from whom systems and services are available, it went on to suggest that a government centre of excellence be created to provide assistance to small business and that vendors be made aware that implementation of OSI is a long-term objective of the government. The TAC supported the establishment of a national committee to direct the transition to OSI-based technology, and requested that GTA take the necessary steps to keep the Committee informed of further developments.

#### **IN-HOUSE WIRING**

A subject of continuing concern was in-house wiring standards for government buildings, the absence of which is leading to problems in interconnection.



The Committee was informed that a number of steps have been taken in collaboration with vendors and telecommunications carriers towards establishing a government-wide specification. Following an assessment of the work done thus far in this area, the first priority will be to address twisted pair telephone wiring so as to ensure that it will support both voice and data communication and future ISDN applications. Pressure is being put on the Canadian Standards Association to develop standards or guidelines for wiring.

In a related issue, work is going on in the government on the intelligent building concept based on fibre optic and radio technology.

#### **NEW OR POTENTIAL SERVICES**

A number of presentations on new or potential common services were given to the TAC and the WGTP during the year.

- **Government Packet Network:** Two presentations were made to TAC on this topic. At year end, a contract had been issued but several steps remained before the service could become a reality, notably that the CRTC had to approve the filing.

The features and benefits of the system were outlined and it was noted that savings in the range of 20 per cent over commercially-available service could be realized, depending on the application. Initially, there will be approximately 90 serving areas across Canada. The service will allow end-to-end encryption at the DES encryption standard level.

- **Teletext:** A presentation on this technology was given by DOC with a view to investigating the potential for a common service. Departments were asked to contact DOC if they have possible applications.
- **Video conferencing:** A representative of the National Systems Group of Telecom Canada presented their Conference 600 service. The objective of the presentation was to enable GTA to establish whether a need exists for this type of service so that the Agency can look into the possibility of shared facilities at lower cost offering more security.
- **Integrated Services Digital Network (ISDN):** Given that this technology is fast becoming a reality, a presentation was given on the impact and potential benefits of ISDN. In light of the integration of telecommunications and data processing technologies, GTA has put in place a plan comprising:
  - a government integrated network architecture;
  - government integrated enhanced communications services; and
  - compability of government information and communications systems.

It is proposed that the government collaborate with Bell Canada in a world-class trial to begin in late 1987. It will also participate in a study being conducted by the Stanford Research Institute to define user needs and develop market forecasts. Departments interested in participating in either of these activities were asked to contact GTA.

- **Enhanced Services:** In a later presentation on the second layer of GTA's strategy, it was explained how the modernization of the government consolidations would progress through the introduction of the Government Packet Network, extension of service via a thin-route satellite service, digitization of the inter-city network and the development of government wiring specifications to the provision of enhanced services, including an electronic messaging and document exchange service and a voice messaging service.

A detailed briefing was given on voice messaging, which is currently being tested in GTA and TBS/Finance. GTA's plans for an integrated shared voice messaging service include the development of guidelines on its use.

- **Cellular mobile radiotelephone service:** As a result of a request by the Committee for guidelines on the acquisition and use of cellular mobile service, GTA first carried out a survey. The results indicated that there is not presently a need for a common service. Guidelines will, however, be developed.
- **Thin-route satellite service:** Having completed the assessment phase of this project in consultation with several departments, GTA has concluded that there is a substantial requirement for a thin-route network, the primary application being data communication.

#### **EXISTING SERVICES**

- **Travelling Class Mark (TCM):** A briefing was given by GTA on the incorporation of the TCM as a mandatory requirement in specifications for consolidations. The TCM is transmitted along with information on the called station so that data on the caller's eligibility to access network features is carried through the network.

The Committee advised the Agency to incorporate the requirement in specifications for all consolidation switches since it contributes to greater flexibility and carries the potential for savings. GTA was also directed to inform the industry of the decision.

- **Government of Canada directories:** A proposal was made by GTA regarding directory distribution and cost allocation. The purpose of the proposal was to increase user awareness of the efficient use of the telephone system, reduce the demand for attendant service and reduce the cost of directory production.

Following study at the working group level, the original proposal was modified such that fixed costs would be equitably shared by all departments on the basis of directory numbers (DNs), with the costs being included in local shared service (LSS) charges. Variable costs (printing and distribution) would be billed directly to departments based on the quantity of directories purchased. In view of some dissension within the Committee, it was decided that GTA should proceed as proposed, and that the situation would be reviewed again after a year.

- **Authorization codes:** As a result of concerns expressed by Committee members about use or possible misuse of the codes, GTA was asked to take steps to alleviate the problem. Accordingly, a letter was sent to all departments at the ADM level to raise awareness of the financial responsibilities attached to accepting authorization codes. In addition, a GTA Circular Letter on Authorization Code Security was sent out in November 1986.
- **Bell Canada invoices:** Due to the difficulty in verification of chargeable calls by responsibility centre managers as a result of the new Bell Canada invoices, the Committee asked GTA to take the matter up with Bell on behalf of the federal government. Following discussions between GTA and Bell, Bell established a procedure based on one account per page for its corporate clients. In the case of the government, this procedure will be adopted for departments with high-volume DDD calling. However, since it was felt that the government should be treated as one entity, negotiations with Bell are continuing.

#### **ADMINISTRATIVE ISSUES**

**Discouraging personal use of the government telephone system:** A presentation was given by EIC on the approach used in that department to discourage personal use of the telephone system. EIC was requested to document the system and make the information available to other departments. It was also suggested that a similar approach might form the basis of a standard telecommunications practice. Information on its implementation could then be requested in the ITSP. To reinforce the message, GTA placed a warning on the unofficial use of government telephones on the first page of government telephone directories.

#### **LONG-RANGE PLANNING**

**1986 Annual Review and Planning Framework for Telecommunications in the Government of Canada:** The Annual Review is prepared by GTA in consultation with TAC. In a departure from past procedure, for the 1986 edition GTA used the Public Accounts figures on departmental telecommunications expenditures in order to have the most reliable and up-to-date information for forecasting. It is expected that the revised procedure will reduce the ITSP reporting requirements, enabling departments to make better use of the ITSP for planning purposes. A draft of the 1986 document was endorsed by the Committee.

## **REGIONAL CONSULTATIVE COMMITTEES**

### **Atlantic Region**

Three committees exist in this region: Newfoundland, Nova Scotia and N.B./P.E.I. One of the principal items discussed at the Atlantic Region's meetings was GTA inter-city billing procedures. The N.B./P.E.I. committee wrote advising TAC that, further to deliberations in that forum, it had approved a motion that GTA pursue the development and implementation of an approach to billing similar to that used by the telephone companies.

Also discussed were:

- telecommunications training;
- upgrading of the government inter-city network in the region to eliminate the use of Direct Distance Dialing;
- regional telephone directory production;
- the Government Packet Network;
- terminal attachment regulations; and
- electronic mail.

A two-day seminar on office automation planning was held in both St. John's and Halifax.

### **Ontario Region**

Ontario Regional Telecommunications Consultative Committee (ORTCC): Having completed the modernization of the Toronto, Hamilton, Kingston and Burlington consolidations, much of the ORTCC agenda revolved around the quality, stabilization and management of both local and inter-city services.

The TVO "Automating the Office" series was acquired and presented to approximately 35 departmental representatives.

### **Central Region**

Two new user advisory groups were established during the year.

Winnipeg: The initial meeting in October drew participants from 32 departments and agencies. A second meeting was held in February, at which time a chairperson for FY 1987/88 was elected.

Subjects reviewed included:

- training;
- call tracking and detail;
- directories;
- local consolidations; and
- Manitoba Telephone System rate application.

Edmonton: This group was established in March 1986 and comprises representatives of 11 departments representing 80 per cent of the Edmonton consolidation lines.

Due mainly to the activities surrounding the new federal building project (Canada Place), eight meetings have been held to date.

### **Pacific Region**

Telecommunications User Study Group: The group held three meetings during the year as well as conducting a three-day training course attended by 19 telecommunications personnel.

With total growth in shared services for FY 1986/87 in the order of 17 per cent, a major agenda item was expansion of shared services, including:

- implementation of an SL-1 PABX consolidation in Surrey;
- extension of the Victoria Centrex service to Sidney;
- a new Consolidated Electronic Switching System (CESS) Centrex system at Prince George.

Other items were:

- shared telecommunications rates;
- the regional telephone directory; and
- direct access inter-city (DAIX) service.

The primary activity of the group for the coming year will be to continue to expand shared services down to the district office level.

### **CONCLUSION**

Over the past year, the Committee has continued to place the emphasis on longer term issues, notably those relating to training and development for telecommunications personnel and the impact of telecommunications within the overall management of information technology in the government.

The efforts made to meet the short-term telecommunications training needs have intensified and have met with very favourable response from the telecommunications community.

Progress has also been significant in laying the groundwork for greater recognition of the role of telecommunications in the efficient and effective delivery of government programs and services. The role of TAC as the voice of the telecommunications community has been acknowledged by TBS.

The Committee has responded to changes in the areas of policy development, technology and standards and has provided advice to DOC on new and existing services.

The coming year will be a challenging one for TAC. The TBS has welcomed the active participation of the Committee in the formulation of new policies for information technology management. In this context, TAC will assume an increased importance. Its objective must be to ensure a coordinated approach to planning such that the government as a whole may take full advantage of telecommunications as the binding agent in the convergence of the traditional EDP and electronic office system technologies.

## TELECOMMUNICATIONS ADVISORY COMMITTEE

### TERMS OF REFERENCE

#### 1. Overall Goal

The Telecommunications Advisory Committee advises and assists the Department of Communications (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 DOC 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 the Government Telecommunications Agency (GTA) and other sources;
- b) providing a forum for the discussion of major issues and problems affecting telecommunications, and for suggesting possible courses of action;
- c) encouraging the evaluation of major telecommunications 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, acquisition, operation, and evaluation of telecommunications systems in government.

#### 4. Committee Membership and Meetings

Membership on the Committee is at a senior level and includes members of departments and agencies which are normally major users of telecommunications in the government and which are selected by the Treasury Board Secretariat (TBS).

The Chairperson of the Committee is elected by the members, while GTA provides the secretariat for the Committee on an ongoing basis. The Committee normally meets quarterly; additional meetings may be called by the Chairperson or DOC, as required. Requests to hold a meeting or place items on the agenda may originate from any member.

The Committee also recognizes issues presented to it by the Regional Telecommunications Consultative Committees.



RULES OF PROCEDURES FOR THE OPERATION OF THE TELECOMMUNICATIONS  
ADVISORY COMMITTEE (TAC)

1. Executive

- a) The Executive shall consist of a Chairperson 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, Telecommunications and Informatics, Department of Communications (DOC). Copies of this report will also be distributed to Treasury Board and departments.

2. Chairperson

- a) The Committee shall select a Chairperson by nomination and majority vote.
- b) The membership is to be briefed on the background of all nominees before a vote is taken.
- c) The term of office for each Chairperson should normally be for the duration of a fiscal year (i.e. April 1 - March 31).
- d) Should the Chairperson 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.
- e) If the Chairperson is absent from a meeting, the immediate past or other past Chairperson should assume the Chair. If no such past Chairperson is present, the Secretary should assume the Chair.

3. Secretariat

- a) The Government Telecommunications Agency (GTA) 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 Chairperson 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 co-ordinators of all departments and agencies which are subject to the policies and guidelines of the Treasury Board Administrative Policy Manual, Chapter 435, "Telecommunications Administration".

#### 4. Membership

- a) The membership of the Committee is composed of representatives from:
  - (i) the major telecommunications users and a number of other selected departments and agencies;
  - (ii) common service organizations involved in provisioning of telecommunications - GTA, Supply and Services (SSC) and External Affairs;
  - (iii) the lead department - DOC; and
  - (iv) the central agency - Treasury Board Secretariat (TBS).
- b) Each participating user department may be represented by one member and one or two alternates, except where additional members are deemed appropriate by DOC, TBS and TAC, e.g. GTA and SSC.
- c) The department supplying the Chairperson 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 wishing to apply for membership on the Committee may do so to the Office of the Deputy Secretary, Administrative Policy Branch, Treasury Board Secretariat.
- e) At least annually the ongoing membership of the Committee is to be reviewed by Treasury Board staff with the Executive, who will consult with appropriate members.
- 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 should normally be at the most senior level practical, possessing a thorough knowledge of telecommunications and authority to act on behalf of their departments;
  - (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 Chairperson 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 Chairperson 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 Chairperson or DOC, as required, with a minimum attendance of a quorum (a quorum shall comprise 10 voting members).
- b) The Committee should 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. Linkage to Regional Telecommunications Consultative Committees

Issues which, in the view of the Regional Telecommunications Consultative Committees, need to be addressed by TAC will normally be referred to the Chairperson of TAC using secretariat channels

11. 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 co-ordination 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.

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