



COMMUNICATIONS EXPRESS

New Executive Director

HIGDON-NORRIE ROUNDS UP CENTRAL CANADA

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One of Lorna Higdon-Norrie's most challenging jobs may have come early in her career. As a newscaster on a hard rock radio station in Toronto, she jokes that it was not always easy to interest teenage listeners in the latest political news of the day.

Last September, Higdon-Norrie stepped into a role that seems far removed from those rock and roll early days, when she became Regional Executive Director for the Prairies and Northwest Territories. Higdon-Norrie, who originally hails from Newfoundland, says she is absolutely delighted to find herself in "big sky country."

While she spends most of her time working at the Central and Northern Alberta District Office in Edmonton, the office of the Regional Executive Director is, in fact, based in Winnipeg. The arrangement is made possible in part by new communications technologies like the Department's wide area network, one of the most extensive in the public service.

But more importantly, Higdon-Norrie believes the arrangement shows the Department's flexibility

towards her new family living in Edmonton. "Increasingly, employers are going to have to find ways to accommodate two-career families, and I felt a great deal of support from the Department in trying to make this arrangement work," she says. She gives high praise to Regional Office staff in Winnipeg, whose positive attitude, she says, "has been a key element in making this arrangement a success."

Prior to her move to Edmonton, Higdon-Norrie spent eight years in Ottawa working on policy matters. She first came to the Department of Communications in 1984 as an advisor to then Communications Minister Marcel Masse. After joining the public service in 1986, she worked in publishing policy, regional development (with ADMQ in



Lorna Higdon-Norrie

Montreal), and priority planning and government business, before accepting a secondment with the Citizens' Forum on Canada's Future (the Spicer Commission). Returning to the Department, she spent a brief time as Director General of Broadcasting Policy before leaving on a Executive Interchange assignment with AGT Limited, the provincial telephone company in Alberta.

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LOOKING OUT FOR NUMBER ONE: THE CLIENT

by René Guerrette

In today's business environment, the market changes so radically and rapidly that products and services which successfully met customer needs and expectations only a few years ago are no longer adequate. According to Stephen Covey, author of *Seven Habits Of Highly Effective People*, organizations "must constantly monitor the environmental changes, particularly customer habits and motives, and provide the force necessary to organize resources in the right direction." And companies can best see these changes through the eyes of their employees.

Customer satisfaction has become the focus of most service-oriented organizations. This focus, combined with a commitment to instilling quality in the products and services we deliver has an added benefit. It produces in employees a sense of pride and a sense of personal satisfaction that comes from keeping customers happy.

The government's Public Service 2000 and prosperity initiatives recognize the need for this shift in "paradigms" in order to emphasize the needs of the customer. Although the nature of customer service is somewhat different in the public service environment, the perspective of client satisfaction should always remain the focus of our daily attention.

By now some of you are probably asking yourselves

"What is this paradigm?"

Simply put, it is a model, a theory or a perception of how things are. Paradigms are part of our daily lives whether we call them that or whether we even realize their existence. You can recognize the signs of a paradigm shift. They are things that make you go "Ah!" From that point, your whole outlook on a topic or issue changes.

Any individual can act as a catalyst in this paradigm shift through the use of his or her personal leadership, skills and influence. I am not necessarily referring to the management function, as this aspect is really only a secondary outcome of leadership. What I am talking about is the way we as individuals can help create tiny shifts in the existing paradigm by being "response-able" and influencing positively the "what we can do" while not wasting our energy on the "what we can't do". You can be one of those people effecting change.

People who practise this proactive approach will see their sphere of influence grow while their concerns wither away. This not only applies at work but also in our personal lives. If you feel the problem is "out there", then stop yourself for a moment. That very thought is part of the problem.

Changing the existing paradigm towards customer satisfaction is a major

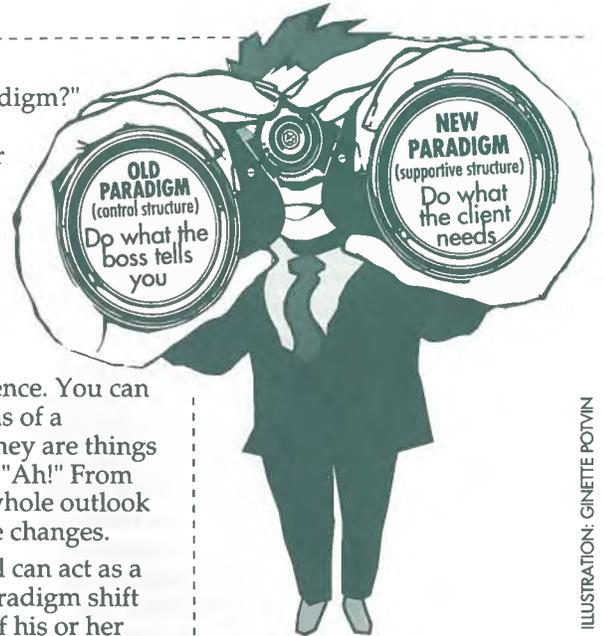


ILLUSTRATION: GINETTE POTVIN

undertaking. The corporate culture has traditionally focused on "command and control" rather than "leadership and support."

As individuals we can demonstrate our leadership in changing the paradigm by "doing the right things" and then by further honing our business skills by "doing things right" while maintaining our focus on customer satisfaction. It all begins with each and every one of us.

(René Guerrette is Operations Manager for the Government Telecommunications Agency in Moncton. This is a condensed version of an article that appeared in Atlantic InterComm. Watch this space for future reports on Quality Management.)

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"TRIO" WINS 3RD ANNUAL ART COMPETITION

Marie-Geneviève Mounier was the judges' pick in the third annual Minister's Art Competition. Mounier, who is currently on secondment, took top prize for her painting *Trio*.

Lending their discerning eyes to the contest were judges Bill Kirby of the Canada Council Art Bank, the National Gallery's Shirley Thompson, artist Pat Durr and Canada Council head, Paule Leduc. This year the judges had to choose from over 40 entries received from DOC employees throughout Canada.

Rounding out the judges' trio of winners were Andy Thuswaldner of the Telecommunications Policy Branch and Dasha Korycan of the Administrative and Technical Services Branch.



Art contest winners with the Deputy Minister: (L to R) Marie-Geneviève Mounier, Dasha Korycan, Marc Rochon, Andy Thuswaldner and Anne Philpott.

Voting was also held in headquarters and the regions for the People's Choice Award. After a heavy voter turnout, Anne Philpott's *Algonquin Sunset* refused to fade away, finally emerging victorious in a close race.



Mounier's Trio PHOTOS: JOHN BREBNER

HEADQUARTERS HEADING SOUTH

by John Morton

Attention all headquarters employees: pack your bags—we're heading south.

Before you start grabbing polarized sunglasses and number 34 sunblock lotion, you must first be warned—this south does not include swaying palm trees or light sea-breezes.

The south we're talking about is the Journal Tower South.

Barbara Motzney is part of the team responsible for overseeing all aspects of the big project, from designing individual work spaces to ensuring problem-free telephone installations. According to Motzney, by January 1994 headquarters employees will begin

permanent relocation to the South Tower. Most headquarters personnel will be moving to the Journal Tower South while the remainder will be located on eight renovated floors in the North Tower. The move should be completed by December 1994.

Provided below for our curious readers is Motzney's guide to understanding "relocation-speak".

BLOCKING / HORIZONTAL ZONING: space allotment to a group of people on a floor
STACKING / VERTICAL ZONING: space occupied by a sector represented vertically by floor

BUBBLE: a representation of the work space for an individual on a floor

CORE: space that includes centrally located common services (elevators, washrooms, fire escapes, etc.)

CIRCULATION SPACE: space required for access to and from a workstation

SUPPORT SPACE: area dedicated to photocopiers, fax machines, storage cabinets, etc.

MULLION: the space between two windows

T-BAR GRID: the ceiling grid panels used to align walls

VAV BOXES OR CONVECTORS: variable air volume boxes (radiators to the rest of us!)

In our next instalment..."How to equip your new workstation or How did I accumulate all this stuff??" If you have any questions on the move, the number to call is 990-MOVE.

EYE ON SECURITY

The Security Branch has undertaken to provide Department of Communications employees with a better understanding of safety and security at the workplace and at home.

Security Services staff, with the assistance of the Ottawa Police Department, held a Security Awareness Day recently in the Journal Tower lobby.

Information relating to general safety and security procedures (for example, protection of classified information and sensitive assets, emergency procedures, security screening, and security violations) was available at eight different displays covering home security, alarm/access control systems, secure facsimile machines, secure telephones, cellular vulnerability, secure file transfers, smart cards, shredders, safes, anti-virus software and closed-circuit TV.



Security is your business too

Yvon Morin (right), chief of systems design, is shown demonstrating secure facsimile machines, telephones and data transmission equipment.



PROFILE

From page 1

Of her posting at AGT, Higdon-Norrie says it was fascinating to spend some time with an organization that can be considered a client of the Department of Communications. "What it did was to give me an even stronger commitment to being as open as possible with our own client groups. I think we could all make a greater effort at consultation and communication."

Taking responsibility for the management of 150 people, in eight different offices, spread over three provinces and one territory, has meant some change. "In the regions, we put policy to work. This is where many of the Department's activities are visible to the public. It doesn't take you very long to see the very real importance of things like Cultural Initiatives Program or our spectrum management operations," says Higdon-Norrie.

Higdon-Norrie credits the dedication and professionalism of the staff in the regional and district offices for making these and other services work. "I have been tremendously impressed by their commitment to client service and to doing things in a way that makes sense to the public. Regionalized program delivery has been a terrific success in this Department because of the close contact we have with our clients and the sensitivity we have to their needs," she explains.

During her time with the Department, Higdon-Norrie has witnessed changes since the regions were first invited to sit on the senior management and strategy committees. She describes the significance of this move for both the regions and for headquarters. "It certainly

helps keep us informed of the many diverse activities of the portfolio but just as importantly, we provide a great deal of feedback and input to headquarters. Perspectives vary across the country and it is crucial to have this open channel to exchange information."

Change has also marked federal-provincial relations. The Partnership Agreements signed with a number of provinces have been pivotal in that evolution. "Instead of sitting across the table from each other, we are now sitting around the table making decisions together, for the benefit of the cultural and communications industries. It's a much more collaborative relationship than in the past," says Higdon-Norrie.

Right now structural review is on the minds of most in the Department. In the Prairie and Northwest Territories Region the focus is the same. Managers there recently completed an annual planning session where they determined the theme for this year's activities to be "confronting change". The effort, she says, should help prepare the region for whatever lies down the road.

Higdon-Norrie expresses a deep satisfaction with work in the public service. The ability to work from the inside to bring about change, she feels, is what makes a public servant's career so rewarding. Despite the many responsibilities, she says it is essential to keep a good balance between work and family. "I believe it's really important to be home for dinner with my family as much as I can, and to keep work in the right perspective." For the Executive Director of the Prairies and Northwest Territories, the rewards of public service are enhanced by the equally significant rewards of family life.

DIGITAL AUDIO BROADCASTING SOARS TO NEW HEIGHTS

by Margo Jackson

Last December, during the worst snow storm in Toronto's recent history, Royce Trenholm of the Broadcasting Regulation Branch and his CBC colleagues were perched at the 369-metre platform level of the CN Tower. Sightseeing wasn't on their minds. The tower was closed to visitors that day due to high wind conditions.

The crew were setting up transmitting equipment and antennas for the first testing of a digital audio broadcasting (DAB) network. The tests would involve transmitters located on the CN Tower and at another tower in Barrie, some 82 kilometres away.

Now just about everyone knows that digital technology involves the application of very precise engineering techniques, but Trenholm and his colleagues first had to draw on some basic engineering skills. Using a rope, pulley and cables (purchased at the nearest Canadian Tire), a block and tackle was rigged to hoist a 200 kg high-power amplifier. They then hefted the amp inside the tower so that the engineers could work on it with some shelter from the elements — all this while the CN Tower swayed in the storm.

The Barrie site posed its own problems. The transmitter there was emitting erratic signals, so two high-riggers were hired to climb 240 metres (in a sleet/rain/snow storm) in order to correct the problem. It took the high-riggers, carrying



CBC engineer Brian Sawyer checks out the view from the CN Tower while installing equipment needed for testing of a digital audio broadcasting network.

various items of equipment necessary to test and fix the equipment, one and a half hours to reach the transmitter which was attached to the outside of the tower. The riggers spent some four hours on the tower, including two hours after dark in very trying conditions.

Testing of reception quality and field strength was done in a van travelling between the two sites. The crew relied on cellular communications to turn the transmitters on and off. Just to keep things interesting, at the moment when both sites were finally debugged and testing could begin, the cellular network went down!

Happily, thanks to the sheer grit and determination of Trenholm, his colleagues from the Toronto regional office and the CBC, the amplifier engineers from Locus, and the high-riggers, testing was finally completed.

Trenholm was able to report the test results at the International Radio Consultative Committee (CCIR) meetings in Los Angeles in January. The results went a long way toward convincing other countries of the wisdom of the Canadian choice of L-Band for DAB.



DISTRICT OFFICES TEAM UP TO BEAT PAGER INTERFERENCE

by John Nosotti

A number of district offices teamed up recently to tackle a pesky pager problem. Radio harbour operations can suffer interference from paging transmitters on land if they are close enough to busy downtown areas. The problem was particularly acute in Halifax and Vancouver. Toronto had experienced similar trouble.

When close to paging transmitters, marine receivers pick up some of the pager signals, mix them internally, and create a new frequency which interferes with normal reception.

An expensive equipment upgrade might have been the only solution for radio users until the Department of Communications came up with a solution. In Halifax, Henry Klain embarked on a study of the problem, evaluating the theoretical situation and conducting field trials.

From his findings came an inexpensive solution: install a

switchable attenuator pad in the antenna lead from the VHF radio on board the vessels. A switch would sense when the transmitter was operating and would turn the attenuator off. This meant that all the transmitter power was being used, and only the receiver was attenuated. The device worked like a charm, and cost only \$60. The Vancouver office set out to determine if the same solution could also work there. After having a sample attenuator pad shipped to Vancouver, a local tug boat service was selected to test out the device. The company



has now had the attenuator in service for several months and reports that it works well on all their radio equipment designed for compulsory fitted vessels. The company is now considering purchasing the pad for all its vessels.

This was another example of how sharing information between offices across Canada

and maintaining those crucial contacts can benefit our operations.



Proud of IRMA's achievement (l to r): Michael Binder, Eldon McLaughlin, Glen Ritchie and Keith Myles. Missing from photo are inventors Dave Slingerland and Art Solomon.

Michael Binder presented royalty cheques recently to the inventors of IRMA (Integrated Remote Monitoring Apparatus). IRMA is a transportable monitoring system capable of collecting spectrum usage data and providing technical measurements for the investigation and analysis of radio interference complaints from a remote location.

The Acton office worked on IRMA over a period of six years and the system has been installed in over a dozen sites across the country. The IRMA technology has been transferred to three Canadian companies for commercialization, and as a result, the inventors received a percentage of the revenues generated to the Crown.