COMMUNICATIONS Express

Christmas Giving: Human Resources employees collected boxes of clothing, supplies and other donations for a family in Gatineau that lost all its belongings in a fire. Among the employees involved were (left to right) Monique Gulewicz, Anita Harper, Lysiane Laplante, Roch Beauchamp, Nicole Quintal, Anne Egan, Gina Rallis-Papailiadis. Seated in front are Yves Lavallée and Michel Martin.

New regulations to prevent spectrum pollution

by Amy Heron

New regulations to control the amount of interference-causing radio emissions from digital equipment should prevent the pollution of the Canadian radio environment.

The electro-magnetic energy emitting from devices with digital circuitry can interfere with radio and television receivers.

An amendment to the Radio Interference Regulations made under the *Radio Act*, passed September 15, sets mandatory limits for the emission level of a digital apparatus such as a personal computer or electronic game. Previously the limits were only voluntary guidelines of the Canadian Standards Association.

Garth Roberts, Director of EMC Analysis and Consultation, says the regulations were put in place to maintain some control over a crowded radio spectrum and prevent an increasingly serious potential interference problem.

"With more digital apparatus coming on the market all the time, the number of interference cases we've been getting has been increasing," Roberts says. "These new rules should help us contain the number of interference complaints."

New regulations apply to apparatus manufactured or imported or for sale in Canada after January 31, 1989. The onus is on the manufacturer or importer to ensure the equipment does not exceed the specified limits.

Robert Gordon, Assistant Deputy Minister Spectrum Management and Regional Operations, says the regulations represent a hands-off approach. "Most people really want to be law-abiding and will follow the rules. In any case a manufacturer or importer is taking the risk of having to pull all his equipment from the market if it actually

Masse assumes Communications portfolio for third time

Departmental employees welcomed back the Honourable Marcel Masse as Minister of Communications on January 30, as a new Cabinet was sworn in to begin the work of the government's second mandate. For Mr. Masse, it was a return to a portfolio he knows well, having served as Minister of Communications from September 17, 1984 to September 26, 1985 and from November 30, 1985 to June 30, 1986.

In his capacity as Minister of Communications, Mr. Masse will chair the new Cabinet Committee on Cultural Affairs and National Identity and serve as Vice-Chairman of the Cabinet Committee on Communications. He has also been appointed member of four other Cabinet Committees: Priorities and Planning, Economic Policy, Federal-Provincial Relations and the Trade Executive Committee.

Elected Progressive Conservative Member of Parliament for the riding of Frontenac, September 4, 1984, he was appointed Minister of Energy, Mines and Resources on June 30, 1986 after serving as Minister of Communications.

Holder of degrees in education and psychology from the École normale Jacques-Cartier, Mr. Masse has also studied contemporary history (University of Montreal), political science (Institut des sciences politiques in Paris), French civilization (the Sorbonne), political and economic history of the Commonwealth (City of London College) and international marketing (European Institute of Business Administration in Fontainebleau).

Mr. Masse was a Member of the National Assembly and minister in the Quebec government from 1966 to 1973. As a member of the Union Nationale government led by the Honourable Daniel Johnson, Mr. Masse was, at that time, the youngest minister in the history of Quebec politics when appointed Minister of State for Education in 1966 at the age of 30. He also held the portfolios of Minister delegated to receive foreign heads of state at Expo 67, Minister responsible for the Public Service,

The Honourable Marcel Masse

On the inside

Auditor General praises Spectrum Management

by Liz Edwards

The Auditor General's annual report has singled out the Department's Spectrum Management and Regional Operations Sector as one of the most efficient organizations in government.

The report, which examines government operations for Parliament, praised Spectrum Management for its proficient problem-solving and open communication among all levels of employees.

The Sector is responsible for the regulation of radio frequencies, a limited resource.

The Auditor General also commended the Sector's willingness to override its existing rules and usual procedures when there is a better solution to a problem.

Gilles Rouleau, Director, Sector Policy, Planning and Assessment says "When faced with unusual or difficult problems, employees have come up with innovative solutions to get the job done quickly.

"For example, when our radio inspectors try to locate a source of radio interference, they are able to take shortcuts because of their knowledge and expertise," adds Rouleau.

Spectrum Management's open communication is a result of a team management approach, says Rouleau. "Employees are encouraged to consult with one another when faced with difficult problems."

As well, employees are involved in national and regional committees that address various work-related issues. "These committees let employees share experiences and develop better ways of serving our clients," says Rouleau.

Heritage Day — February 20
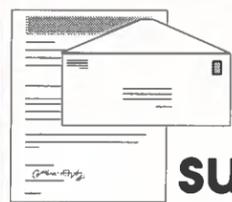
From the suggestion box...

Unsuccessful experiment

Has consideration been given to amalgamating the Internal Audit and Program Evaluation Functions, in order to achieve greater effectiveness and productivity?

Although the two groups carry out similar functions, this idea has been tried in a number of departments and agencies with little success.

CMHC separated the two groups in 1988 after merging them in 1986 to narrow the gap that had developed between the evaluation and policy functions.

One of the obvious pitfalls is that internal audit and program evaluation do not focus on the same issues in their work. Audit is primarily interested in management control systems. Evaluation concentrates on the effects of programs on the work environment and the level of achievement of program objectives. Evaluation is more policy oriented while audit is more management oriented.

Auditors and evaluators use very different methodologies and also come from different professional backgrounds.

Amalgamating the two groups could endanger both functions. In fact, extra energy may be spent ensuring the respective roles are maintained. Co-ordination of the overlap that does exist is helped because the two divisions, whose directors both report to the Deputy Minister, are in the same sector. We like to think that some overlap can offer a healthy second opinion.

On ice

What about a skating rink in the space between the two Journal towers for noon-hour recreation?

We like the idea, but it'll have to be put on ice. Campeau Corporation, which manages the buildings, says a rink would be very expensive with all the additional waterproofing, floor loading capacity, lighting after dark, etc.

Wet way

Can something be done about "Lake Kent"? Poor drainage of the pavement between the North and South Towers on Kent Street leads to large puddles from heavy rain and melting snow.

Campeau has been contacted concerning the problem. Major repair work has just been completed and it is unlikely major improvements will be made until 1990-92, when renovation of the terrace is scheduled. The company is looking into possible low-cost solutions.

Lights out

It is very annoying to find floor lights on the elevator indicator panels burned out. They don't seem to be checked very often.

We're trying. Indicator lights are checked by Planning and Co-ordination/Facilities Management staff. A list of burned out lights is forwarded to Campeau so the bulbs can be changed. The last complete change of bulbs was done at the end of January.

Pollution continues from page 1

causes interference and doesn't meet the standards."

Devices for sale in Canada must now also include a label or notice with the equipment that it has been successfully tested in accordance with the Comité international spécial de perturbation radioélectrique (CISPR) methodology adopted by the Canadian Standards Association.

Records of the test must be kept on file by the company for five years. When radio interference complaints are investigated by the Department's radio inspectors, the records can then be checked and action taken. If equipment exceeds the limits, a manufacturer or importer is subject upon conviction to a fine of up to $1,000 or six months in jail.

These regulations now bring Canada into line with the emission standards of many other countries. "It was apparent to us that if we didn't bring in these regulations, we would be creating a real problem," says Gordon. "Manufacturers who couldn't sell their equipment in their own country could end up dumping it in Canada."

Gordon points out regulations should help radio inspectors do their job. "As these devices become more common, we have the mechanisms in place to handle any interference that does occur as well as try to keep it from happening in the first place. Because of this, we'll be able to fit more users and uses into the spectrum."

Letters to the editor

Can you believe it? After a year of having a smoking ban in place, the Communications Research Centre has recently posted oak panel, bronze-plated plaques in several of its buildings to indicate smoking is prohibited. We already know this!

At $119 each, I consider this to be a very gross misuse of the taxpayers' money. What was wrong with the red, circular, no-smoking stickers which used to be in their place and were far more conspicuous and much less expensive.

I wonder to what extent the non-smokers will go to make life as miserable as possible for their smoking co-workers! The joke is on them for this one (not to mention the taxpayers).

Mike Zanichkowsky
Programmer/Analyst (CRC)

In the December issue of *Communications Express*, your opening article, "Department earns a piece of the sky", stated that satellites in geostationary orbit (GSO) "are located approximately 37,000 kilometres above the equator."

I believe this figure should have been reported as being "approximately" 36,000 kilometres (or more precisely 35,786.2 kilometres) according to some of the world mapping computer programs I've been using for the past several years. What was your source of information? Are my programs slightly off the mark?

Mike Zanichkowsky
Programmer / Analyst (CRC)

Editor's note: No, your programs seem to be fine. Thanks for keeping us honest.

I thought "People and Places" was supposed to keep readers informed about personnel changes throughout the Department. However, during recent months there have been several staff changes in my own branch that I haven't seen reported. Is it asking too much for *Communications Express* to take the trouble to get complete and accurate information for "People and Places"?

Name withheld

Editor's Note: We have been concerned with this situation for quite some time. With the great number of term positions, interim appointments and secondments in the Department, it has been virtually impossible to provide our readers with complete information.

For this reason, we have decided to adopt a new policy. Starting with this issue, Communications Express will only report on indeterminate appointments and secondments of more than six months.

Masse continues from page 1

Minister of Intergovernmental Affairs and Minister of Planning and Development.

After leaving provincial politics, Mr. Masse became director of the engineering firm Lavalin, where he held the positions of project director for the United Nations Development Program (a two-year assignment in Africa) and vice-president of marketing and commercial development in Canada.

Throughout his career, Mr. Masse has shown a strong commitment to community and cultural affairs. He has been a director of many organizations, including the Montreal Symphony Orchestra, the Canadian Writers' Foundation, the Canadian Refugee Foundation, The Lanaudière Summer Festival and the Théâtre du Noveau Monde.

Mr. Masse was born in The Joliette region of Quebec, in 1936. He is married and has two children.

you asked us

Q : How do I get a piece of mail from Headquarters to a regional office?

R : Mail can either be left in your section's outbasket or hand-delivered to the mailroom. Make sure the proper address is clearly marked on the package. All mail for the regions must go through the mailroom on the ninth floor of Journal Tower North.

Once in the mailroom the envelopes are sorted by region and boxed for overnight delivery by a courier service. In order to ensure next day delivery, envelopes must be at the mailroom before 2:30 p.m.

Any questions about mail service can be answered by Ron Mathews, Mailroom Manager at 990-4583.

What's Happening

February 25 — 15th Annual Alberta Film and Television Awards, Edmonton

March 7–12 — Festival international du film sur l'art, Montréal

March 22 — Genie Awards, Toronto

March 29–April 2 — Salon du livre de l'Outaouais, Hull

March 31 — Opening of *With Lens and Burst* exhibit at the Glenbow Museum, Calgary

April 8–11 — CAN PRO, annual festival of private broadcasters, Sudbury

April 15 — Island Literary Awards, Charlottetown

Department to host United Way Campaign

Deputy Minister, Alain Gourd receives the United Way flag from George Anderson, President of the Canadian Mortgage and Housing Corporation (CMHC) at a ceremony in December. CMHC hosted the 1988 Federal Service Division campaign.

The Department of Communications will host the 1989 United Way campaign for the federal public service.

The Department will co-ordinate the individual campaigns of over 110 federal departments and agencies. The host department is responsible for developing campaign strategies, establishing targets, holding special events, briefing sessions, offering advice and assistance to departments and agencies and providing all campaign related materials.

Deputy Minister Alain Gourd will serve as Chairman and Assistant Deputy Minister Corporate Management Michael Binder will be the Executive Organizer for the campaign.

Deputy Executive Organizer Jean Bélanger says Department members involved in co-ordinating the fall campaign will be attending a United Way workshop in Montreal in early March. Bélanger says the weekend event will help the group plan its campaign strategy and enhance team spirit.

The Department is planning to hire fund-raising experts to help organize the project, Bélanger adds. "We are only a small Department, so we have contracted the job to alleviate the burden on our employees."

Five group cells, one in each sector, will help government departments and agencies organize their individual campaigns. Each cell, headed by a director general, will be responsible for 20 to 25 departments. Each director general will be assigned one fund-raising expert and two Department employees who will work on a part-time basis. Other major activities will include public relations, training, supplies and special events.

The Department's United Way Secretariat is located in the Royal Canadian Legion Building at 359 Kent Street, room 408, (613) 990-8000.

Anniversary celebrates people and services

Department of Communications' twentieth anniversary festivities will celebrate contributions of employees over the years, organizers say.

The slogan **Communications Canada: 20 years of service, innovation and creativity** will mark the celebrations, which run from April 1, 1989 to April 1, 1990. Events as well as published information about Department programs and services are being planned by organizers.

A giant birthday party and dinner dance will be held in June for employees and their families. Guests will be asked to "come as they were" 20 years ago.

The anniversary presents a good opportunity for the Department to introduce a new employee award program. The award will recognize employees who have made a major contribution to the work of the Department. It will be presented annually to deserving employees from any of the five sectors.

Employees who have been with the Department for 20 years will also be recognized. Service pins will be presented to employees in all sectors including those in work groups previously part of other departments.

Canadians who have made out-standing contributions in areas such as

telecommunications, cultural affairs or research will also be honoured by the Department.

Communications Canada: 20 years of service, innovation and creativity.

The Department of Communications' research facilities, the Communications Research Centre, Canadian Workplace Automation Research Centre and the Canadian Conservation Institute as well as the regional offices will be holding open

houses during the anniversary year. Members of the public and the Department's principal industry partners will be invited to view the facilities.

Information materials to support anniversary activities include a calendar, poster and guide to the Department's programs and services.

The organizing committee is looking for more ideas. Suggestions can be sent to: 20th Anniversary, c/o Information Services, 19th floor, 300 Slater St., Ottawa, Ontario, K1A 0C8.

Giving the gift of life

Employees from the Communications Research Centre and Headquarters recently made a serious commitment to the Red Cross Bone Marrow Transplantation Program when they agreed to be tested for donor suitability.

"These people had given a lot of thought to the idea of donating bone marrow."

Nineteen people at a two-hour Red Cross information session volunteered to participate in the program.

Program co-ordinator Jo-Ann Williamson is delighted with the response. "These people had given a lot of thought to the idea of donating bone marrow," says Williamson. "It was obvious they had made their decisions ahead of time."

The Red Cross showed slides and a film to illustrate the importance of bone marrow

donation and explain the procedure. During a discussion period which followed, employees raised questions about the operation, pain and side effects.

Potential donors must undergo Human Leukocyte Antigen testing (HLA) which groups donors according to the genes on their chromosomes. They must also complete a medical questionnaire.

People suffering from certain medical conditions such as kidney disease, high blood pressure and ulcers may not be eligible to become donors as a transplant operation could endanger their health or that of the recipient.

Program Evaluation Manager Shelley Borys is one of the employees who agreed to undergo HLA testing. "I've been an ardent blood donor for a long time and this seemed to follow naturally from that," says Borys. "It's a simple thing to do and the ramifications are great."

Borys says the other people in her office who give blood regularly also signed up to be HLA tested. "Everyone got on the bandwagon," says Borys. "It

makes it easier when your co-workers are signing up."

Borys says before attending the Red Cross information session she believed donating bone marrow was a very painful procedure. She says the Red Cross explained that donors experience a dull pain for a few days after the operation. "They described the pain as the same type you would feel if you backed into the corner of a desk," says Borys.

"It's a simple thing to do and the ramifications are great."

Once an individual is HLA tested, their name is added to the Red Cross registry of potential donors. A person will be asked to donate bone marrow if markers on their white blood cells are identical to those of a patient seeking a transplant.

The briefing was scheduled when area employees responded

Shelley Borys: "I've been an ardent blood donor for a long time and this seemed to follow naturally from that."

to an appeal for bone marrow donors which appeared in a July *Communigram*.

Jo-Ann Williamson also received calls from interested

employees in Winnipeg and Toronto. She referred these individuals to Red Cross chapters in their own cities.

"Challenge for Change" aims to inform employees

by Jill-Marie Burke

Challenge for Change, an action plan prepared by Human Resources for the Deputy Minister, says employees need to be better informed about departmental activities and the work of other sectors.

The plan, which was distributed to all employees at the end of January, addresses employee concerns raised in the Department's 1988 Human Resources Management Function Evaluation Employee Survey conducted by Program Evaluation.

Only 10 per cent of the employees surveyed felt the Department had a real interest in their welfare and overall satisfaction. Employees also said they didn't receive enough information about what is happening in the Department.

Director of Human Resources Planning and Development, Moira Law, says the plan outlines human resources management initiatives and identifies the individuals responsible for their implementation. She says increasing employee awareness is one way to help boost morale.

The plan recommends information sessions be held during the lunch hour in various sectors so directors general can discuss their projects and goals with employees. Conducting tours of facilities, such as CRC and the David Florida Lab, and arranging employee exchanges will help employees become better informed.

The development of an employee handbook and employee achievement awards will help promote pride among employees, according to the plan. It also recommends inserts outlining Department achievements be included with paycheques.

The Survey found support staff were the least satisfied employees. After examining their work environment, the study concluded support staff need better tools to do their jobs and should be consulted more often about workplace automation. Also, supervisory staff should be made more aware of the role of support staff.

The plan also encourages lateral position changes be made available to employees who are not satisfied with their current job. "If you don't receive a promotion, a different job at the same level may provide a welcome change," says Law. The plan also recommends the Department offer career information to people who feel their career has reached a plateau.

The Department of Communications and a Saudi Arabian ministry will be co-operating in telecommunications. The Department and the Ministry of Posts, Telephone and Telegraph (MOPTT) signed a Memorandum of Understanding December 19, that allows both countries to proceed with the development of co-operative telecommunications ventures. Participants were (left to right) David Mulcaster, Acting Director General, Industry and Economic Development, Adnan Al Sahhaf, Director, MOPTT, Richard Stursberg, Assistant Deputy Minister, Telecommunications and Technology, Mohamed Jamil Mulla, Assistant Deputy Minister, MOPTT, Suleiman Al Hagbani, MOPTT, Paul Wilker, of Technical Marketing Operations and Keith Chang, Acting Director, Space/Telecommunications Development.

Project streamlines attendance reporting process

by Liz Edwards

Employees may be able to keep better track of their leave through a pilot project conducted by Human Resources.

In addition to a yearly statement of leave credits, Corporate Management Sector employees will soon receive a quarterly report telling them how much leave they have used, how much they have left and how much has been carried over from the last quarter.

"This process should make it easier for employees and supervisors to determine what leave they are entitled to if they have to be absent from work for sickness or other reasons," says Louis Brazeau, Director of Staff Relations, Compensation and Personnel Systems.

The project streamlines attendance reporting paperwork — managers send approved leave applications immediately to personnel instead of on a monthly basis. This process eliminates the need for managers to complete and forward monthly attendance reports to the Human Resources Branch.

The first report will be issued in February, covering April 1988 to December 31, 1988. Future reports will cover attendance for each quarter.

Human Resources will make a recommendation on the six-month pilot project to senior management at the end of July as to whether this should be implemented across the Department.

Program to remove red tape and enhance management accountability

Give managers more freedom to manage. That's the theme of a new Treasury Board program which delegates more responsibility to federal government departments and managers while enhancing their accountability.

The Increased Ministerial Authority and Accountability program (IMAA) aims to identify and remove unnecessary red tape which can impede a manager's effectiveness.

A Memorandum of Understanding (MOU), between the Department and the Treasury Board Secretariat, outlines the IMAA philosophy, and newly delegated authorities while simplifying accountability. It is expected the document will be finalized before the end of the current fiscal year, March 31, 1989.

IMAA gives senior managers within the Department more authority and flexibility. They will also be more accountable for program delivery and the implementation of Treasury Board policies.

"There will still be a system of checks and balances since we are spending the taxpayer's money, but in the past it went overboard. Before making a decision, managers would often have to consult five books, three clerks, an Assistant Deputy Minister and the Deputy Minister," says Jean Bélanger, Director of Management Practices. "IMAA will place accountability with managers — where it belongs — not in books on shelves."

"The MOU is not an end in itself, but the beginning of a new approach which will evolve over time. At first glance, it may not look like much but it is a good start towards the way we should do things. It will help us move away from cumbersome government rather than toward it."

Bélanger adds that before IMAA, the Department had already taken some steps to improve the management process. Among the first changes were the delegation of staffing to managers and the decentralization of personnel operations within the sectors. Last April, the Department received permission to implement two IMAA initiatives, when the approval of international travel and conference participation was delegated to the level of Assistant Deputy Minister.

The Department of Communications will be the fourth department to sign an MOU on IMAA. It is expected that the program will eventually be introduced government-wide, but is currently implemented on a voluntary basis.

Farcus

© 1988 Farcus Cartoons

...and now I'd like to discuss new ways to fight our absenteeism problem.

Holiday Crossword Solution

Congratulations to Anita Leblanc of the Saint John District Office, winner of the Holiday Crossword contest who correctly completed the puzzle. However, many contestants pointed out that Number 21 Down (DMP) did not fit with 26 Across (ADMCM). We disregarded these numbers when looking at the solutions. The correct answers are printed below.
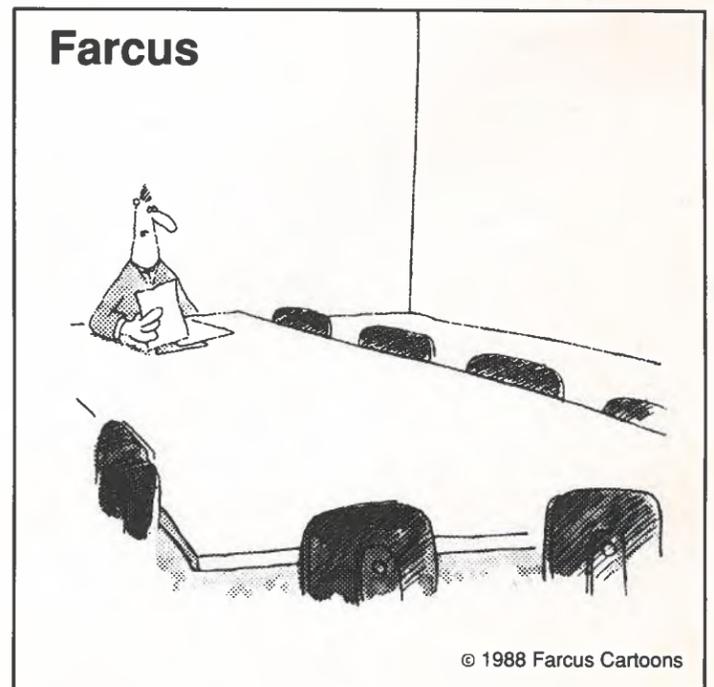
Across

1. DGSP	25. DGGT		
2. DAC	26. ADMCM		
4. DGRI	27. DGIS		
6. DGCD	28. DOCT		
9. DGSTA	29. DGHR		
12. MINO	30. DMG		
14. DPS	31. DHP		
16. IAI	32. TRA		
19. MAP	34. DSIS		
20. RCD	35. RQPA		
22. DDE	36. DDR		
23. DOC			

Down

1. DPC	17. ADMSM		
3. ADMAC	18. RCG		
4. DLO	21. DMP		
5. RORC	24. DGIR		
6. DRP	25. DGIM		
7. DGO	26. ADC		
8. ADMSD	29. DMO		
9. DSI	30. DPT		
10. ADMTT	31. DLS		
11. RPD	33. RAR		
13. NCR	34. DAL		
15. SADM			

Technical trade mission in the Maghreb: a great success

Morocco's PTT Minister (Postes, téléphone, télégraphe), Mohand Laenser (centre) inaugurated his country's national telecommunications conference. Pictured with Laenser are (right) René Guindon, (CWARC) head of the Canadian delegation and (left) Patrick Julien (DMS).

A trade mission to Tunisia, Morocco and Algeria, jointly organized by the departments of Communications and External Affairs, made front page news in the national dailies in each of the countries of the Maghreb.

The mission on informatics and telecommunications took place from November 24 to December 6, 1988. Its objectives were to promote Canada's goods and services in the tele-communications field, increase trade exchanges and reinforce Canada's presence in these countries. The trade mission also enabled Canadian representatives to take advantage of a governmental framework to establish contacts with local senior officials.

The Department of Communications' delegation included René Guindon (CWARC), Patrick Julien, and Luc Fournier (DMS). Sylvy Gariépy represented External Affairs. Twelve firms also took part in the mission: Northern Telecom, Bell Canada International, Harris-Farinon, DTI Telecom, SR Telecom, RACE Technologies, Canadian Pacific Consulting Services (CPCS), CGI, LeBlanc & Royle Telcom, Télémédiatique and DGB Systems Integrators.

"We are extremely satisfied," says Julien. "We surpassed our objectives, and those of the corporate executives who accompanied us, in all three countries. There are already many projects under study and we expect some major contracts to be signed shortly."

The mission was divided into two parts, the Tunisia Telecoms '88 Trade Show and a series of national conferences entitled Journées Techniques which were co-sponsored by the PTT (Postes, téléphone, télégraphe) and Informatics ministries of each country. Canada's participation in the 1988 show centered around the exhibit which was created by the Department for Telecom '87 in Geneva. It attracted many visitors and much media attention. The national technical conferences were also a huge success, attracting crowds often exceeding the halls' capacities.

"Local officials were delighted with their meetings with the Canadian delegation, especially since it included senior executives of each participating company," says Fournier. "Many of them would have liked to have more time to discuss matters."

Follow-up to the mission will involve on-site visits by Canadian executives in the next few months and the Department's direct involvement in the Canada-Morocco joint economic commission in March.

Special phone system increases security

Senior managers will feel more comfortable discussing confidential matters on a new telephone system which blocks out electronic eavesdroppers.

Twenty-six special security telephone units will be installed this spring for Department executives. The caller can prevent electronic eavesdropping by pressing a button, when conversing with someone who is also using a security telephone.

If anyone tries to tap into the system, all they will hear is unrecognizable electronic noise

If anyone tries to tap into the system, all they will hear is unrecognizable electronic noise. The units look similar to other telephones and are compatible with existing telephone systems. Facsimile machines can also be hooked up to the system.

Treasury Board approved funding in September 1987 to purchase 322 telephones for Ministers, Deputy Ministers and selected senior executives. An additional 1,100 phones were requested and paid for by other departments.

Ed Joly, of Security and Communications Support Services, says the government first considered buying secure telephones in 1980, but they were not purchased because the $38,000 U.S. cost per unit was prohibitive. Today, the Unit III is available for between $3,000 and $4,000 per phone.

Joly says a few of the earlier units were installed at the Department of National Defence, External Affairs and the Privy Council Office about six years ago. "At that time, the technology was too expensive for the government to go into it in a full-fledged way," says Joly.

"We hope that eventually the STU III will be available for all senior managers."

From a land down under...

Australian Julie Tillack received a three-month assignment at the Department's Pacific Regional Office through the international student exchange program of the Association internationale des étudiants en sciences économiques et commerciales. The 40-year old Association operates in 69 countries around the world, enabling 7,000 students and graduates to work and travel overseas, promoting international awareness of future business leaders.

In a letter to Communications Express, she writes about our peculiar Canadian culture.

Julie Tillack in the wild woods of British Columbia.

Back home in Australia, my friends and family are soaking up the sun on a local beach. Weather reports for the Christmas holidays say it's 40 degrees Celsius in Sydney! Here in Vancouver, it is a cold rainy day.

I expected to make a few adjustments. This city has two million fewer people than Sydney. Also, Canadians have an annoying habit of driving on the wrong side of the road. And water goes down the bath-hole in the reverse direction!

Of course there are some language barriers. I call a sweater a "jumper" and a quilt is a "dooner". A canteloupe is a "rockmelon" and we ask for food to "take-away".

My accent is still a source of great amusement for people I meet who ask me to say "G'day" and "I reckon". And no, kangaroos are not seen jumping down the main streets of Sydney.

Then there is the unusual wildlife here. I was excited to see my first squirrel in a tree, until one ran up my leg in Stanley Park.

I also had my first encounter with snow when skiing at Whistler. We Aussies pride ourselves on our athletic ability. I thought there couldn't be too much to skiing until I found myself sliding down the mountain on my back.

I have certainly enjoyed working in the Department and it has been a valuable experience to be exposed to the workings of a government department, industry, and the Canadian political system. It is a great way to learn the culture first hand and make new friends.

Despite the fact that I am looking forward to returning to the big city of sunshine, I will certainly miss Vancouver when I leave. Next stop is another job in Toronto. Where do I buy a fur coat?

Gary Winsnes

Gary William Winsnes, Authorization Supervisor for the Regina District Office, died December 20, 1988 after a three-month illness.

A native of Ryley, Alberta, Winsnes graduated from the Calgary Technical Institute as an Electronic Technician in 1959. He began working with the federal government in the Department of Transport before joining the Department of Communications in 1969. Winsnes was Authorization Supervisor for the past 13 years.

Friends and colleagues of Winsnes say he was very dedicated to his work and friends. His community work included involvement with the Boy Scouts of Canada and the Christopher

Leadership Course. He will be sadly missed by his colleagues.

Winsnes is survived by his wife Hilde and daughter Lanaya. He was predeceased by his son Trevor on September 23, 1988.

Policy helps managers understand evaluations

A newly ratified departmental policy will help managers understand how their programs are evaluated, says Benoît Gauthier, Director, Program Evaluation.

The program evaluation policy, ratified in December, will make the evaluation process clearer by giving details such as when these assessments are done and outlining what questions are asked.

The policy, which will be distributed to program managers, does not significantly change the way evaluations are performed but explains how evaluations differ from other procedures, such as internal audits.

"Auditors evaluate how efficiently a program is managed and whether the right procedures are followed. Program evaluations determine such factors as the need for the program and if the program is serving the public effectively," says Gauthier.

"What we're trying to do is help the managers' programs by analyzing their activities," says Gauthier. "We want to assist them in planning their future activities rather than try to control what they have done in the past."

"We've always had to explain the procedure from A to Z to managers who have never had their program evaluated before," says Gauthier. "Now we can give them a policy to read so they will know in advance what's coming. No one will be caught by surprise."

Reading system for the blind is a shining star

NightStar, a computer system which reads printed material aloud to the blind, is in the final stage of production at the Canadian Workplace Automation Research Centre (CWARC).

The project is a collaboration between CWARC and the Institut Nazareth et Louis-Braille, one of Canada's foremost rehabilitation centers for the blind and visually impaired. *NightStar* will be tested with blind people from the Longueuil, Quebec center before it is released by Visuaide 2000, Inovatic and Élan Informatique in April.

To use the system, the individual runs a page of typewritten material over a scanner. The information can be heard as soon as the contents of a page are identified by the computer and may be stored for future listening.

Visually impaired users control the amount of information vocalized. They can choose to have the text read one letter, word, sentence, line, paragraph, or page at a time.

It is also possible to increase or decrease *NightStar's* reading speed. The voice synthesizer can read up to 350 words per minute.

Integrated Systems Manager at CWARC Marcel Drouin says the project was challenging because voice synthesis tech-

The Canadian Workplace Automation Research Centre (CWARC) collaborated with the Institut Nazareth et Louis-Braille to develop *NightStar,* a computer system which reads printed material aloud to the blind. Paul-Henri Buteau, an employee at the Institute, demonstrates the system which includes a computer (centre), scanner (left) and voice synthesizer (right).

nology had to be combined with software that could recognize both French and English characters. He says it was also important to make the system flexible and easy to use.

Drouin says designing *NightStar* so the blind could use it to type information also presented a challenge. "The blind can't see their mistakes on the screen, so the machine must talk back to them. Things sighted people take for granted when using computers can become nightmares for the visually impaired."

Vocal help messages are always available and signal tones indicate cursor movement.

Gilles Pépin, Manager of Research and Development at the Institut Nazareth et Louis-Braille, says CWARC had the expertise and equipment needed to develop *NightStar.* "They have people who worked on other projects like ours, so it was easy to talk to them," says Pépin.

Marcel Drouin says he is very pleased with the outcome of the project. "Voice synthesis isn't ready for all kinds of applications, but this is a very good use for it," says Drouin. "It is also a good example of what we can achieve through collaboration with the private sector. I hope the customers are as enthusiastic as we are."

Employee Assistance Program offers workshops for supervisors and employees

Supervisors interested in helping employees cope with personal or other problems affecting work performance can attend an Employee Assistance Program (EAP) training workshop.

Several training sessions will take place at Headquarters in March and April Similar training is available in the regions.

One-and-a-half hour information sessions designed to explain the Employee Assistance Program to all Department employees will be held throughout February, March and April. For more information contact Anne Marie Giannetti at 990-4550 or your Regional Personnel Manager.

Open Forum
by Jo-Ann Williamson

I was disappointed to learn that after a decade of Affirmative Action programs, the public service is anything but a model workplace.

A recent study on equality for women in the federal public service, *The Equality Game,* sheds much light on the harsh realities of the workplace. Its author, Nicole Morgan, says women continue to be "ghettoized" even to this day.

Although women represent 42 per cent of the permanent employee population of the public service, they constitute only 8.7 per cent of the executive category and 13.2 per cent of the senior management category. Most of these women admit to having big titles and salaries, but little decision-making power.

Women also continue to earn less than men. In 1987, 83.9 per cent of women earned less than $35,000 per year compared with 54.7 per cent of men.

Looking back over the years, some things have changed.

From 1908 to 1930:
• an embargo was placed on the employment of married women — if a woman married she had to keep her new status a secret or resign.
• if a woman became pregnant she was asked to resign as soon as it became apparent.
• women held positions such as stenographers, typists, secretaries and were classified under the statistical category "Women and Boys".

From 1930 to 1959, particularly the war years:
• women were considered indispensable and valuable workers but were typecast as stenotypists while men became clerks (these positions were denied to women).
• required genders were stated on competition notices.
• by 1957 only one woman had crossed the $10,000 per year line compared to 296 men.

From 1960 to 1979:
• despite the increased presence of women in the workplace, they still contended with an environment resistant to change.
• women faced common problems such as intellectual and physical intimidation, formation of gendered cliques, ostracism and isolation from male colleagues, career-damaging rumours and sexual harassment.
• The United Nations declared 1979 International Women's Year.

Finally, the 1980s brought about Affirmative Action programs for women, the disabled and aboriginal people. Women were classified as a minority group despite the fact they represented almost half the total public service population. Targets sprang up and the new government announced five-year reductions of public service staff. It is difficult to achieve Affirmative Action objectives while imposing reductions in staff.

No doubt, we have come a long way, but not far enough to assume an air of complacency.

In this time of austerity, achieving real equality for women can only take place if first, the needs and goals of women are expressed, heard, understood and acted upon.

Unless the few women with position are also afforded power equivalent to that of their male counterparts, then the best laid plans of (mostly) men will surely go astray.

Open Forum, *a regular feature of* Communications Express, *is intended to promote the exchange of opinions and ideas. All signed or anonymous submissions fit for print will be considered for publication. Send your submissions of 200-600 words to Michael Binder, Editor of Open Forum, 4th Floor, 300 Slater Street, Ottawa, K1A 0C8.*

Open Forum
by Benoît Gauthier

In the November 1988 issue of *Communications Express,* Michael Binder argued that the belief promotional opportunities in the Department are limited "is not supported by the facts" and that the "dark picture painted by some employees contradicts reality." Michael implies that the situation with respect to promotions is not so catastrophic after all. My analysis is different.

While it is true the Department makes a special effort to favour its own employees when promotion time rolls around, it is also true staff turnover is very high.

However, two facts are undeniable. First, a number of the appointments to which Binder refers (one half) involved term positions — term employees; furthermore, some of the other staffing actions were temporary assignments or lateral transfers.

Secondly, even though the Department gives priority to its own employees, HRB data shows that 7.6 of every 100 employees were promoted in 1987. This means on average an

employee can expect a promotion every 13 years.

Departmental managers can learn at least three lessons from this situation: first, they must continue to make every possible effort to improve this internal promotion rate.

Next, having agreed a problem does exist, managers should use the talents of employees who now remain at the same level for longer periods and give them more responsibility and autonomy.

Lastly, because training is the key to obtaining a promotion in an arena where all the candidates have a great deal of experience, managers should be more open to requests for development training. This is the price the Department must pay to maintain a workforce that views the future with confidence.

There are also a few lessons for employees to learn. First, it must be clearly understood the boom years of the 70s are over and regular promotions every few years are a thing of the past.

Next, employees will have to learn to develop in the same position for several years; this means making efforts to diversify at the same level of classification, accepting lateral transfers, taking the initiative to change and innovate, and so on.

Lastly, I believe employees must look after themselves rather than wait for the "system" to look after them. Employees are responsible for shaping their careers. They are responsible for acquiring in advance the training required for the promotion they desire, even if it cuts into their non-working hours. The next promotion will go to the candidate with the most professional assets to offer.

The Department and its senior management are to be congratulated for having risked exposing latent employee problems through last Spring's survey. The action plan developed in light of the aims of this exercise and the survey are the Department's contribution. Employees must also do their share and take their own futures in hand.

People and Places

Minister's Office

Wanda Hamilton, Special Assistant, Caucus Liaison, has left the Department to join Canada Post.

SADM

Eliane Gaudet is a new Planning Officer in DGIS. She was previously with the Office of the Auditor General.

Grace Brickell, formerly acting Director, Editorial Services in DGIS, has left the Department to join the Treasury Board.

Michel Durand, previously with Statistics Canada, has accepted a one-year secondment as Senior Policy Analyst in the Strategic Policy Planning Division of DGSP.

Maria Carvalho, Secretary to the SADM, has left the Department to join the private sector.

After 15 years at CRC, **Marie-Claire Lapointe** was appointed to the position of Administrative Assistant in DPE. She is currently seconded to DGIS.

Barbara Helm, Senior Policy Analyst in the Strategic Policy Planning Division of DGSP, has accepted a one-year secondment with the Secretary of State.

ADMAC

Renée Joyal, Senior Policy Analyst in the Museums Policy Working Group of DGMH, has left the Department to join Environment Canada. **Hélène Espesset** formerly with Environment Canada has accepted a one-year CAP assignment to assume Renée's former responsibilities.

Malcolm Bilz, **Maureen MacDonald** and **Nancy Binnie** have joined the Canadian Conservation Institute as Assistant Conservation Scientists.

Esther Saunders has transferred from DGFM to the Cultural Initiative Program Division of DGAP as an Administration Clerk.

Céline Verret and **Anne-Marie St-Onge**, Secretaries in the Broadcasting Policy Division of DGBP, have been appointed on an indeterminate basis.

ADMCM

Pierre Lortie, Development Technician, and **Anne Toth**, Graphic Compositor, both with DGAT at CRC have been appointed on an indeterminate basis.

Josée Laperrière, who transferred from the Department of Justice, is the new Secretary to DGHR.

Clarence Mott, Security Guard in DSCS at CRC, transferred

from the National Museums of Canada to replace **Richard Prince** who retired.

Louise Blondin, formerly with Supply and Services Canada, transferred to the Pay and Benefits Section of DGHR as a Verifier.

Gérald Jolicoeur is the new Director, Informatics Operations in DGIM. He was previously with Supply and Services Canada.

Christine Tremblay, Pay and Benefits Clerk in the Staff Relations and Compensation Division of DGHR, has resigned to join the Public Service Commission.

Guy Aubin, Financial Planning Analyst in the Financial and Resource Utilization Division of DGFM, has left the Department to join the Secretary of State.

ADMTT

Donna Ward is the new Administrator, Shared Messaging Services in the Telecommunications Systems Management Division of GTA. Donna was previously with Customs and Excise Canada.

Henri Delisle, formerly with the Department of National Defence, has accepted the position of Telecommunications Engineer in the Development and Engineering Division of GTA.

Daniel Hindson, previously with private industry, is a new Systems Engineer in the Satellite Communications Division of DGRC.

Jim Ladouceur was promoted from within GTA's National Capital Region Office to the position of Telecommunications Analyst.

Margaret Stanton was appointed on an indeterminate basis to the position of Administrative Clerk in the Space/Telecommunications Development Division of DGIE.

Michel Simard, who was a COSEP student last summer, was appointed to the position of Computer Scientist, Automated Translation in the Advanced Technology Division of DGRI (CWARC).

David Hunter, Engineer in the Space Mechanics Division of DGSTA, has transferred to the National Research Council.

Richard Konchak, Financial and Regulatory Analyst in the Financial and Regulatory Policy Division of DGTP, has resigned to join Consumer and Corporate Affairs Canada.

Arthur Cordell, was seconded for a two-year period from the Science Council of Canada to the ADMTT's Office as a Special Advisor.

Jennifer Farkas, formerly with the private sector, is a new Researcher, Knowledge Engineering in the Advanced Technology Division of DGRI (CWARC).

Judith Légaré was promoted from within the Organizational Research Division of DGRI to the position of Program Evaluation Specialist.

ADMSD

Manon Carrier was promoted to position of Clerk to the Executive Assistant in the ADMSD's Office. She was previously with the Administrative Services and Special Projects Management Division of DGRI.

Marie-Christine Seigneur was promoted to the position of Executive Assistant to the ADMSD.

ADMSR

Sylvie Prezeau, Secretary to the Director, Certification and Engineering Facility in DGEP, was appointed on an indeterminate basis.

Susan Phillips transferred from the Spectrum Management Operations Division of DGRR to the Broadcast Engineering Planning and Standards Division of DGBR as a Broadcast Clerk.

Kirit Mehta transferred from the Certification and Engineering Facility Division to the EMC Analysis and Consultation Division of DGEP as an EMC Analysis Engineer.

Peter Komocki was promoted to the position of Junior Engineer in the Automated Spectrum Management Systems Division of DGEP. Peter formerly held a term position in the same division.

Nicole Bédard transferred within the Automated Applications Division of DGRR as an Office Administration Clerk.

Louise Gravel is a new Word Processor Operator in the Broadcast Applications Engineering Division of DGBR.

Rose Arsenault, Administrative Clerk in the ADMSR's Office, has been appointed on an indeterminate basis.

Manon Tessier, Office Administration Clerk in the Automated Applications Division of DGRR, has also been confirmed in her position.

Samina Husain, Engineer in the EMC Analysis and Consultation Division of DGEP, has resigned to join private industry.

Pacific Region

Angela Woods, Radio Inspector in the Skeena District Office, was promoted through the EL Underfill Program.

Wayne Choi was promoted from within the Engineering Section to the position of Broadcast and CATV Engineer.

Yvan Tremblay (left), Chief, Finance and Administration at the Quebec Regional Office is presented with a 35-year service award by Jean-Marc Pellerin, Regional Director General.

Tremblay began his career in the public service at 15, filing unemployment insurance listings in the days before computers and social insurance numbers.

He continued working in the administrative services area at Employment and Immigration Canada, eventually being appointed Chief, Finance and Administration.

Tremblay joined the Quebec Regional Office in 1976.

Gladys Lim, Finance Clerk in the Regional Office, has been appointed on an indeterminate basis.

Hal Hickey of the Lower Mainland District Office transferred to the position of Supervising Inspector, Operations to replace **Tony Tamayose** who was seconded to the Department of the Secretary of State for two years.

Central Region

Cheryl Slack has transferred from DAP at Headquarters to the Winnipeg Regional Office as a Communications Technologist.

Donald Ringuette, Authorization Clerk in the Edmonton District Office, has left the Department to pursue other interests.

After a few years away from the Central Region, **George Hastings** has rejoined the Edmonton District Office as a Radio Inspector.

Ontario Region

Alice Ling and **Nazma Jaffer** were promoted to the position of Technical Clerk in the Engineering Section of the Regional Office.

Lynda Kolli, previously a Central Records Clerk, has accepted a transfer to be an Administrative Clerk in the Regional Office.

Otilia Tibljas was promoted from the GTA Office to the Administration Section as a Computer Programmer.

Carol Tam, Central Records Clerk, and **Lorraine Wilson**, Communications and Culture Development Officer, were appointed on an indeterminate basis in the Regional Office.

Daniel Martyn was promoted from within the GTA Office to the position of Intermediate Telecommunications Officer.

Québec Region

Lina Ferrari, Coding Clerk in the Montreal District Office, was appointed on an indeterminate basis.

Suzanne Galarneau transferred from Employment and Immigration Canada to the position of Systems Consultant in the GTA Office in Montréal.

Atlantic Region

George Richard was promoted to the position of Deputy Director General, Atlantic Region. He was previously Director, Engineering in the Moncton Regional Office.

Jean Fitzpatrick, Operations Officer in GTA's St. John's Office, resigned to accept a position with the Department of National Defence.

Gary Dupuis, formerly with Atlantic Loto, was appointed

People, continues from page 7

Radio Inspector in Saint John, New Brunswick.

Hartley Matthews was seconded for two years from the New Brunswick Telephone Company

to the GTA Moncton Office as a Computer Services Consultant.

Martin MacLellan, Regional Manager, Spectrum Control, has accepted a three-year secondment

to the Communications and Culture Section in Moncton.

Retirements

Allen Fast, Radio Inspector in the Vancouver Island District Office, has retired after 32 years of service.

Gertie Murphy, Administrative Assistant to the Director, Communications Applications in DGIE at CRC, retired after 19 years of service.

Olaf Ebeltoft, Coordination Notification Officer in the Spectrum Management Operations Division of DGRR, retired after 42 years of service.

Hugh Venis, Radio Inspector in the Skeena District Office, has retired after 27 years of service.

Suggestion Award

S. Nisar Ahmed, Director General, Engineering Programs, presents the Suggestion Award to Brian Kasper, Methods and Testing Standards Specialist, for his suggestion to eliminate a form unique to Ottawa's Clyde Avenue office.

Long service award

S. Nisar Ahmed, Director General, Engineering Programs, presents a 25-year service award to Guy Lavoie, Head, Spectrum & Standards and Maintenance & Calibration Support.

Richard Prince, Security Guard at the Communications Research Centre (CRC) is seen with Larry Ormsbee, Chief, Security and Safety Operations, Colin Taylor, Director, Security and Communications Support Services, his wife Bernadette and Pat Murphy, CRC Site and Security Safety Officer on the occasion of his retirement. Prince is retiring after 33 years of public service.

Everett Young (left) District Supervisor in the Kitchener District Office has retired after 32 years of service.

Jack Scott, a Radio Inspector with the London District Office is retiring after 37 years of government service. Scott enlisted with the RCAF in 1952 and joined the Department of Communications after retiring from the service in 1974. He plans to spend his retirement playing golf and practising his trumpet.

Bill Hall, District Director, London District Office, is retiring after more than 43 years in the workforce. After working for the British Merchant Navy, Hall emigrated to Canada in 1953. He joined the Department in 1957, where he worked in various capacities before moving to London in 1983 to become the District Director. He will be missed by the staff from the London and Windsor offices.