



**Employee writes introduction to OSI**  
Page 3



**Deputy Minister victim of exploding french fry**  
Page 4



**CD-ROMs aid library information searches**  
Page 5

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Volume 7, No. 6

# COMMUNICATIONS EXPRESS

Communications Canada

Canada

## Museums bill

# Bill C-12 now enacted

The *Museums Act* received royal assent in the Senate on January 30, 1990.

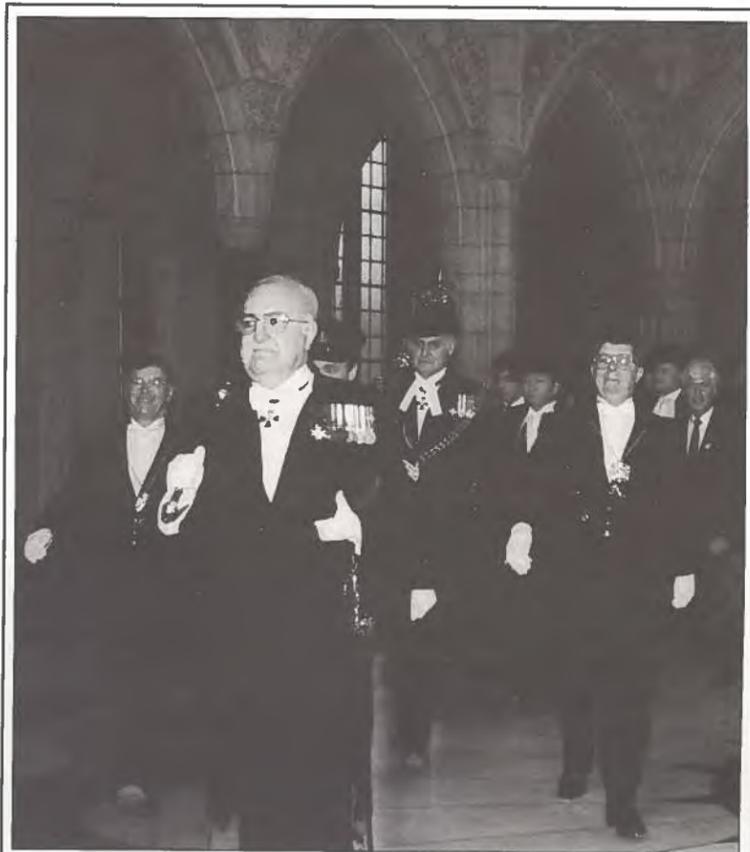
The Act dismantles the National Museums Corporation and establishes four new, independent Crown corporations which report to the Minister of Communications. These are: the National Gallery of Canada, (including the Canadian Museum of Contemporary Photography); the Canadian Museum of Civilization, (including the Canadian War Museum); the National Museum of Natural Sciences; and the Canadian Museum of Science and Technology (including the National Aviation Museum).

These museums will now be managed by their respective 14-member boards of directors.

The legislation was four years in the making, beginning with the establishment of the Richard-Withrow Task Force in January 1986, which reviewed and evaluated the 1968 *National Museums Act* and the National Museums Policy of 1972. Department of Communications employees in Legal Services, Information Services, Finance and the Museums and Heritage Branch assisted in the shaping of the Bill, working with the National Museums Corporation to facilitate the transition to individual management groups.

Marcel Masse wishes to thank everyone who worked on developing this act. "Without the relentless efforts of these women and men, the many stages leading to approval of the Act could not have been so smoothly passed, whether within the museum community, the public service, the House of Commons or Senate," Masse says. "It was through the efforts of the entire team that I and my Parliamentary Secretary were able to defend the merits of the new act so well."

The Act will take effect by order-in-council April 1.



The Gentleman Usher of the Black Rod, Lieutenant General René Gutknecht, leads a procession of MPs to the Senate to hear the royal assent of Bill C-12 announced.

# CCI participates in Ghana conservation course

by Michel Vachon

The Department's Canadian Conservation Institute (CCI) is helping Africans preserve their cultural heritage.

Bob Barclay, a conservator in CCI's Ethnology section, has just returned from the National Museum of Ghana in Accra, where he gave a four-week section of a three-month course in conservation techniques. Barclay participated in the course as part of the Prevention in Museums in Africa (PREMA) project of the International Centre for Conservation in Rome.

Expertise and communications are far more important than any amount of money, says Barclay. It is particularly valuable in Africa, where one of the world's richest sources of ethnographical research

material is plagued by serious conservation problems. Africa has appalling environmental problems for conserving artifacts, such as high humidity and destructive insects, he explains. This is compounded by a lack of technical skills and awareness.

**"I was surprised at how useful my experience with CCI... proved to be."**

Barclay's course emphasized registration, inventory, climate and light, storage, deterioration and characterization of materials, condition reports and treatment proposals, and basic conservation treatments.

The material covered was similar to seminars CCI has given in Canada. "I was surprised at how useful my experience with CCI seminars, consultations and Mobile Lab visits proved to be," Barclay says. The notes he prepared for the Ghana course will be useful for seminars in Canada.

The course featured practical experience for students because Ghana's National Museum offered unlimited access to its collections. In return the students made improvements to the collections. "If we are going to impose ourselves we like to have things work out both ways," says Barclay. "We spent a lot of time upgrading their storage and documentation."

One of the students gave a demonstration of ceramics, and Barclay believes the opportunity to see artifacts being made is useful. "If time permitted it would be good for the students to watch smiths, carpenters and weavers as part of their practical assignments. This would give the PREMA courses in Africa something unique."

The students, who represented every museum in Ghana, were a well-motivated group, Barclay says. He was impressed with the professionalism of the Ghanaian museum staff, and reports that they, in turn, were impressed with the commitment of a conservation institute from half-way around the world to make its staff available to teach courses.

# CWARC tests software for information management

by Beth Thompson

Researchers at the Canadian Workplace Automation Research Centre (CWARC) are experimenting with new technology designed to manage electronic records efficiently.

Prototype computer software is being designed, developed and tested as part of the Information Management and Office Systems Assessment (IMOSA) project, which began in December.

"IMOSA will look at transferring traditional record management techniques to a computer network environment," says

Susan Gillies, IMOSA project leader at CWARC, where the project originated. "The prototype software will, for the first time, allow for formal, structured management of these electronic records."

The IMOSA project is based on the FOREMOST (Formal Records Management for Office Systems Technology) functional requirements, which were developed over the last three years as a result of a joint effort by the Department, the National Archives, Comterm Inc., and Provenance Systems Inc.

See page 4: Solutions

# Act strengthens public service smoking ban

New legislation is giving the public service's year-old smoking ban more clout.

Bill C-47, an *Act to Amend the Non-Smokers Health Act*, came into effect December 29, 1989. The Act provides for fines of up to \$10,000 for federal employers who do not prohibit smoking in the workplace, and fines ranging from \$50 to \$100 for anyone caught smoking in a federal workplace.

While there will be no one patrolling Department halls for smokers, anyone bothered by

tobacco smoke can register a complaint with a Labour Canada Safety Officer, who will investigate and may then fine the Department or the offending smoker.

"Employees may feel more comfortable calling an unbiased safety officer at Labour Canada, than they would reporting a fellow employee to a supervisor," says Larry Ormsbee, Chief of Security and Safety Operations. He says the legislation will make the public service's ban on smoking easier to enforce.



Participants in the Prevention in Museums in Africa (PREMA) project practise new skills taught to them by the Canadian Conservation Institute's Bob Barclay

## Letters to the editor

Our Department certainly must be commended on the decision to use recyclable paper for *Communications Express*.

With this step, hopefully we will continue by investigating the possibility of using recycled paper to replace our existing requirements (for example, letterhead, memos, photocopying, etc.). I understand that not only is such paper presently available, it is also available at a comparable price and quality. Certainly the employees of our Department would appreciate

knowing what steps are being taken to implement use of recycled paper.

**Robert Cepella**  
Radio Inspector  
Toronto District Office

*Editor's note: Security and Communications Support Services is also considering energy conservation measures and a departmental recycling program. Discussions have taken place with a variety of other government departments who*

*have these programs in place. A number of energy conservation groups have also been contacted for suggestions. The Environmental Practices Committee, a group of volunteers who first read about the committee in the November issue of *Communications Express*, will meet in February to discuss recycling. For more details, contact Colin Taylor, Acting Director, Security and Communications Support Services, at (613) 990-4439.*



## YOU ASKED US

**Q:** How do I register for a training course?

where Human Resources Planning and Development handles registrations.

**A:** First, it's a good idea to discuss your training needs with your supervisor. If your manager agrees that the skills you require are directly related to your job, and the budget permits, the Department will pay the tuition fees and allow time off to attend the course.

**Q:** Will there be on-site daycare at Headquarters?

**A:** Daycare was one of the items designated for study in the *Challenge for Change* action plan. Two committees are currently looking at the requirements necessary to start daycare at Headquarters. The Parents Committee represents the needs of employees, while the Daycare Advisory Committee acts as a liaison with management.

All plans for daycare are taking place within the framework of a new daycare policy being issued by Treasury Board. This new policy mandate was established during contract negotiations last year and provides departments with guidelines on the establishment of on-site daycare for their employees.

The Parents Committee is actively looking for employees who want to make daycare a reality in the workplace. Contact Jeffrey Rose at (613) 990-4550 for more information.

If you're interested in an in-house course, call Training Officer Carmen Centofanti at (613) 990-4531. Regional employees can contact their personnel manager for information.

To sign up for a course offered by an organization such as the Public Service Commission, a university, community college or private sector supplier, fill out a Training Application and Authorization form.

Once your manager has signed the application, send it to your Branch Administrative Officer. Typically, employees register themselves in a course. The only exceptions are the Public Service Commission and the Canadian Centre for Management Development courses,

## Guide to employee awards



There have been a number of requests for information about departmental and public service award programs. Below is a list of those administered in the Department of Communications. A *Communigram* explaining the awards in more detail will be published in the near future.

### Deputy Minister Merit Award (Certificate and/or cash award)

To recognize exceptional employees.

### Deputy Minister Group Achievement Award (Certificate)

To recognize groups who have worked on a major Department project.

### Director General's Award (Non-monetary award with value up to \$75)

To recognize employees who do more than is expected of them.

### Employee Recognition Award (Trophy)

To recognize colleagues who have completed a project or performed a humanitarian deed which brings credit to the Department.

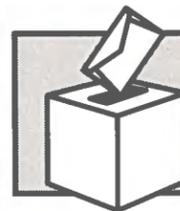
### Suggestion Award (Certificate)

To recognize employees whose suggestions improve departmental operations.

### Long Service Award (25-year plaque, 35-year medallion, Retirement Certificate)

To express appreciation for loyal and faithful service.

For more information contact Louis Brazeau, Director of Staff Relations and Compensation, at 990-4528; regional employees may contact their Personnel Manager.



## FROM THE SUGGESTION BOX

### Outdoor ashtrays

*Why not provide ashtrays in the outside area between the Journal Towers? We could reduce the number of cigarette butts on the ground, improve the area's appearance and lighten the caretakers' workload.*

Good idea. Campeau Corporation has agreed to provide ashtrays between the two buildings from the beginning of spring until late fall.

### Signature requests

*Typing a request for the Deputy Minister's signature each time it is required is time-consuming. Couldn't we have pre-printed notes available in the stockroom to accompany letters which require his signature?*

Forms Management is currently finalizing the format for pre-printed signature requests, which will be available in the stockroom as of mid-February. Thanks for your idea. It will save time for support staff.

### Privatizing printing

*If printing services were privatized, wouldn't federal government departments get cheaper, faster service?*

Administrative Services agrees, but the authority for printing falls under the exclusive jurisdiction of Supply and Services Canada (SSC). However, as part of measures announced in December by Treasury Board President Robert de Cotret, the printing and publishing groups of SSC will become a Special Operating Agency (SOA) designed to compete with private sector firms. Within two years, government departments will have the choice to go to the SOA or directly to a private firm for printing.

### Recycling trash

*Could we have a central location for employees to deposit recyclable material such as bottles and cans?*

This would be a good idea if the volume of our recyclable material was enough to entice a recycling company to make a special pick-up. The Department's Environmental Practices Committee welcomes other ideas to help clean up the environment. Anyone interested can contact Colin Taylor, the Interim Chairman of the Committee, at (613) 990-4439.

## New courses offered to update skills

In response to the training initiative outlined in *Challenge for Change*, the Human Resources Branch offers courses which give employees a chance to update or refresh their skills.

The following courses are offered during the 1989-90 fiscal year. Similar courses may be offered next year, depending on demand and the departmental budget. Those interested should contact Carmen Centofanti, Course Director, at 990-4531 or their Regional Personnel Manager.

### Supervisory Orientation Course

This course has been redesigned to cover the necessary skills to become a supervisor and is mandatory for new (less than one year's experience) supervisors.

The topics covered include communications, time management, supervising the work unit, stress management, leadership and motivation, problem-solving, safety

and security, and the Employee Assistance Program.

### Pre-retirement Course

This very popular course (four sessions were offered last fall) covers topics such as wills and estate planning, income security programs, financial planning and the psychological aspects of retirement.

### Skills Refresher Seminars

A series of these seminars was offered to support staff last fall. The Human Resources Branch offered similar seminars to employees in the technical support, officer and middle management groupings. These emphasized the functional areas of management including: effective communications and assertiveness skills, stress management, motivation and morale, presentation skills and team building.

Regions offer courses designed to meet their particular needs.

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# Computer networks speed up communications at Department

Computer networks are creating a new era of high-speed communication in the Department.

Local Area Networks (LANs) will eventually link all the computers in an office or sector, allowing employees with personal computers to exchange files and communicate via electronic mail. The computers on a network are linked electronically through a computer called a network server, which controls traffic between them.

The network server can store files and make automatic backups. Once a file is on the network server, other users can call it up on their computers to read or modify it. Confidential files are protected through several security layers.

About 65 per cent of Department employees currently use personal computers, and 800 of the Department's 1,700 computers are now con-

nected to networks. Most of the 48 LANs are in the Government Telecommunications Agency, the Spectrum Management and Regional Operations sector and Cultural Affairs and Broadcasting sector, but all six sectors are introducing them.

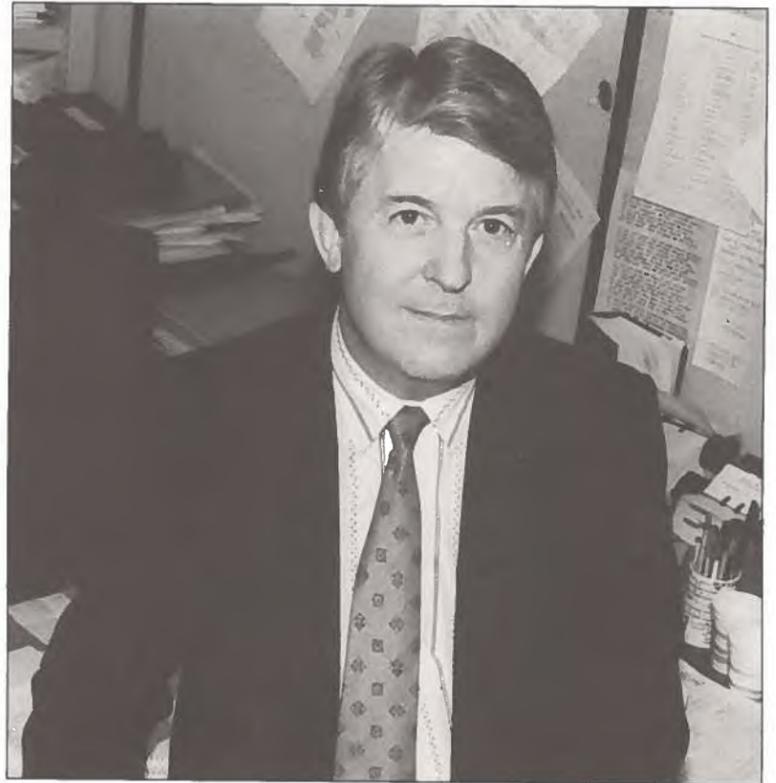
Dave Lyon, Director General, Ontario Region, says employee response to LANs has been good. The networks have been installed in the seven largest locations.

"Many of our employees are graduates of some form of technical training, for example, electronics. They have more than a passing understanding of how computers work and many of them are quite computer-literate," says Lyon.

The Executive Information System, jointly developed by the Informatics Management Branch and the Canadian Workplace Automation Research Centre, was

recently installed in the offices of the Department's deputy minister and assistant deputy ministers. The system allows users to communicate by electronic mail, and features personal directories, automatic dialing of frequently called telephone numbers, and access to outside computer data banks.

"Once it is fully operational, the system will provide instant access by authorized staff to the Minister's agenda and workplan, as well as to a government-wide senior executive network, which includes information on appointments to government positions and events on Parliament Hill," says Fred Cook, Director of Client Services and Office Systems. The Executive Information System will gradually become available to senior executives connected to LANs throughout the Department.



Bill McCrum, Director of Systems Interconnection Research, spent two years working with two other authors to produce *An Introduction to OSI, Open Systems Interconnection* which was published in November 1989.

## Employee writes introduction to OSI

Two years of writing, editing, reviewing the progress of co-authors, and incorporating publishers' changes was an overwhelming, yet rewarding experience for Bill McCrum, Director of Systems Interconnection Research.

600 pages and it came back from the publisher just covered with comments," recalls McCrum.

The book is meant to be a "hitchiker's guide" to OSI — not an encyclopedia.

His book, *An Introduction to OSI, Open Systems Interconnection* (Computer Science Press, November, 1989), describes Open Systems Interconnection (OSI) — an international standard for computers that makes interconnection among computers possible on a global scale.

McCrum says a range of readers will benefit from the book including systems planners and executives who want to keep up-to-date on advances in communications. It is also recommended for university programs.

McCrum co-authored the book with Dennis MacKinnon, Director of Communications Consulting at Software Kinetics Limited, and Donald Sheppard, Chairman of the Canadian OSI Committee and President of the Canadian Interest Group on Open Systems.

"Anyone involved with or affected by communications or processing needs at least a basic understanding of OSI and its capabilities. We expect this book will meet that need," he explains.

McCrum plans to publish a second edition of the book and perhaps a sequel, dealing with conformance in OSI standards testing. Discussions are also underway with a publisher in France to produce a French-language version of the book.

## Government seeks individuals who benefit from pension reform

from Public Service Newline, Treasury Board of Canada

The federal government is looking for more than 6,700 people who may benefit from a change to pension legislation.

A bill passed by Parliament last June removed several pension plan restrictions. Pension benefits for spouses of deceased public service employees and disabled veterans no longer end if the survivor re-marries.

The legislation also cancels the rule that student allowances to surviving children are cut off upon marriage, and ends the reduction of benefits to surviving spouses who are 20 or more years younger than the deceased pensioner (in plans containing this clause).

Anyone knowing people who may qualify for reinstatement of pension benefits, should contact the office listed below.

Survivors affected by the reform can expect their benefits to

resume soon after they are identified by the government. The payments are retroactive to June 1989.

### Contact:

Superannuation Branch  
Department of Supply and Services  
P.O. Box 5010  
Moncton, New Brunswick  
E1C 8Z5  
Call toll-free 1-800-561-7930

## Conference explores future use of radio spectrum, assesses challenges

by Sue Vaughn

Members of the telecommunications industry and government officials discussed innovative solutions to the challenges facing radio spectrum users and regulators at a recent symposium.

Spectrum 20/20, jointly sponsored by the Department of Communications and the Radio Advisory Board of Canada (RABC), was held in Montreal, November 28 and 29, 1989.

RABC, a non-profit association of 28 organizations concerned with the use of the radio spectrum, consults and advises government on the development, management and regulation of radio services in Canada.

The theme, Innovations — Sharing the Challenge, attracted representatives of the manufacturing sector, regulatory bodies, radio service providers and users to discuss spectrum management issues and challenges.

During a luncheon address, Communications Minister Marcel Masse said the future of telecommunications depends on a vigorous debate of the issues by all players.

"Few people realize that the increased variety of broadcasting and new services such as cellular telephones, satellite communications and radio-controlled equipment are crowding the radio spectrum, creating new challenges for those managing this finite natural resource," said Masse.

### Spectrum 20/20 provided a forum for discussion of the future use of radio spectrum.

Prominent speakers from Canada, the U.S. and abroad addressed the major challenges that industry and government will have to face in the 1990s and beyond, such as spectrum congestion, competition policy, national and international standards and enhanced entertainment.

Ted Rogers, President and CEO of Rogers Communications Inc., delivered a speech outlining his rationale for expanded competition in the telecommunications industry.

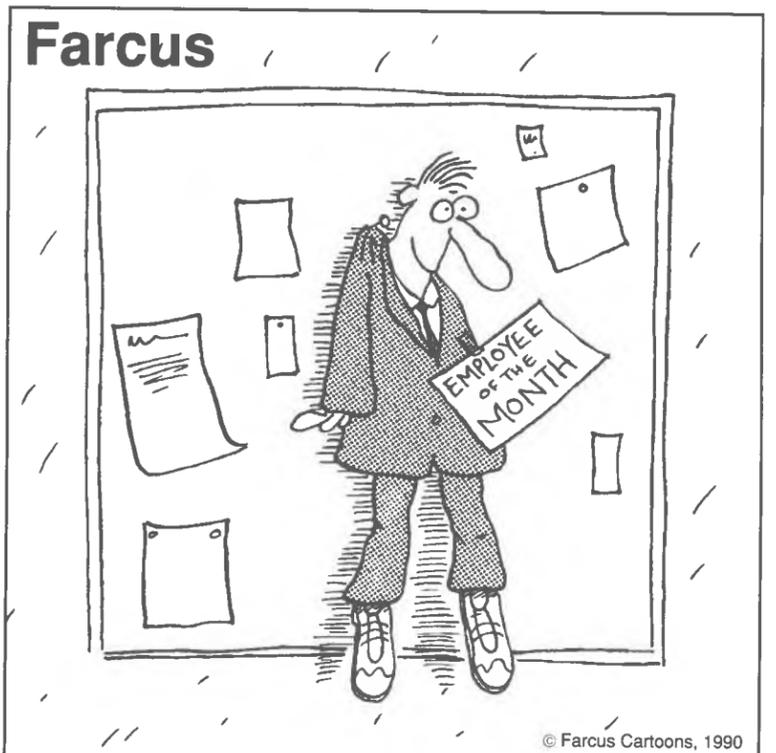
Rob Gordon, Assistant Deputy Minister of Spectrum Management

and Regional Operations, chaired a session on International Perspectives, which provided information on issues such as spectrum management in the United Kingdom and the United States, frequency management in the European communities, and the challenge of the 21st century.

In other sessions, speakers touched on many new and innovative solutions to the problems raised, including non-spectrum alternatives, advances in modulation and coding techniques, the future for technical standards and the use of high frequency bands, new satellite opportunities and spectrum policy solutions.

"The symposium attained its objective of providing a forum for both industry and government to discuss the future usage of radio spectrum. It was very successful," says Nisar Ahmed, Director General of Engineering Programs.

Attendance at the symposium increased 50 per cent from the last Spectrum 20/20, held in May, 1987. "It was considered to be a great success back then. So, by popular demand, 20/20 '89 was presented again," says Ahmed. He says another symposium is planned in a few years.





*Murder on the Twentieth Floor*. Wily Executive Assistant Nicola Fletbom (right, played by Nicole Séguin) and her accomplice, Louise "Patate" Jardim, (left, played by Pierrette Houle) smile confidently following the death by exploding french fry, moments before, of evil Deputy Minister, Jerome Kingsgourd. Little does Marcel Masson, the Honourable and Great Minister of Culture, (centre, played by Stéphane Hardy) realize how close he was to his demise. Kingsgourd meant the exploding french fries for him, until Fletbom changed his plans.

## Deputy Minister victim of exploding french fry

by Michel Vachon

Cultural Affairs and Broadcasting's Christmas party got off to a dramatic start with rumours buzzing about the tragic death of Deputy Minister Jerome Kingsgourd – the victim of an exploding french fry. It soon became apparent the mystery was created by employees in an interactive play, *Murder on the Twentieth Floor*.

The action was set on the eve of the Department's Christmas party in 2003 A.D. in a futuristic world with robots, and without compulsory retirement.

All the characters had a motive for murder, compounded by Kingsgourd's ruthless and unpopular policy of replacing public servants with robots. Each suspect was grilled by Inspector Guy Lalancette, played by André Rousseau, who wrote the script based on a storyline by Guy Mayson.

An idea as innovative as placing explosives in french fries could only come from a deputy minister. Kingsgourd planned to blow up the minister and replace him with a robot, but was foiled by the only person in the Department capable of being more ruthless than a DM – Executive Assistant Nicola Fletbom, played by Nicole Séguin.

According to Play Co-ordinator Marcelle Gibson, any similarity between the play and real life is

purely coincidental. A former stage manager and member of the Canadian Actors' Equity Association, Gibson toured North America with various theatre productions and says she was impressed with the professionalism of ADMAC's cast.

"There was very little time to rehearse, but everyone got down to brass tacks. You could tell many had had previous experience," says Gibson.

In fact, the play could hardly be called an amateur production.

Other participants with theatre backgrounds included Pierrette Houle, who founded her own troupe "Le Théâtre du village" five years ago and André Rousseau who has written several successful plays for the "Groupe Dérives", an interactive theatre company he founded in 1982.

The cast of *Murder on the Twentieth Floor* was rounded out by Gaston Blais, John Watt, Robin Jackson, Stéphane Hardy, Sandra MacDonald and René Bouchard.



André Rousseau (left) drafted the play using the storyline developed by Guy Mayson (centre). The whole production came together under the watchful eye of Play Co-ordinator Marcelle Gibson.

### Solutions continues from page 1

CWARC's Organizational Research Directorate will help develop a strategy for implementing the prototype office system, and assess its potential human and organizational impact. It will be tested in the Government Records Branch of the National Archives.

The Office Systems Standards Working Group, made up of representatives from about 15 departments, is also interested in the project. Members are being kept abreast of research progress, and provide a government-wide perspective on

information management policy and practices.

The 13-month project is funded by CWARC, the National Archives, and Provenance Systems Inc.

## Stursberg: Telecommunication, broadcasting interests differ

Policy makers have difficulty merging the interests of the telecommunications and broadcasting industries, said Richard Stursberg, former Assistant Deputy Minister Technology, Research and Telecommunications, at an International Telecommunication Union (ITU) symposium in Geneva, Switzerland last October.

"Telecommunications policy is explicitly not about content, but emphasizes open access and transparency. Conventional media policy, on the other hand, is overwhelmingly concerned with content and stresses limitation and restrictions," said Stursberg, who is now the Assistant Deputy Minister, Cultural Affairs and Broadcasting.

As an example, Stursberg cited the events last summer in China, where the government was unable to control information because of the availability of telecommunication networks. "The government suspended press and television coverage of the events in Tiananmen Square. They could

not, however, stop access to foreign news sources over fax and data lines," he said.

Stursberg went on to discuss the need for international rules to govern the emerging integration of telecommunications, broadcasting and publishing. "We will have to develop new approaches that reflect the underlying changes in technology that are taking place and the implications for all aspects of trade and development."

Representing Communications Minister Marcel Masse at the ITU's first World Electronic Media Symposium and Exhibition (ITU-COM '89), Stursberg spoke to senior government policy makers, industrial and financial leaders, scientists, and regulators from around the world.

ITU-COM '89 focussed on electronic media applications at home and in business, and dealt with issues such as high-definition television, cable television, direct broadcasting via satellite, multimedia communications, and broadcasting across borders.



© Farcus Cartoons, 1990



Mr. René Douville  
Director, Components and Subsystems  
Communications Research Centre

Dear Sir:

I wish to take this opportunity to thank you and your staff for your assistance in helping our small company in getting started. In my previous position as Chief Engineer of the now-defunct Bolriet Technologies Inc., I found it necessary on several occasions to seek technical help from you and your staff, which you gave freely and graciously. Happily, I find this assistance being extended to our new company with the same co-operative spirit. The value of such assistance to a new venture, no matter how small, is not to be underestimated.

At this time I wish to express my deepest appreciation of two individuals in particular who have gone out of their way to assist my staff both in the past and recently. They are Mr. Cornelius (Kees) Verver and Mr. Brian Clarke. Their technical expertise and judgment have been of incalculable value to our organization and have speeded our technical development as a young company.

Sincerely,

James Ruxton  
President  
Millennium Microwave Corporation

# CD-ROMs aid library information searches

Employees at Headquarters and the Communications Research Centre (CRC) can now use compact discs to help find articles and publications about computers, Canadian business, current affairs, and applied science and technology.

CD-ROM discs, the newest additions to information retrieval services at the Headquarters and CRC libraries, contain bibliographic data. Employees, using the discs in conjunction with a computer, can learn to search for information independently after a brief training session. Before the advent of CD-ROM, only librarians could perform searches through an on-line computer system connected to 350 databases.

"On-line searches are expensive. They could cost \$1.60 per minute for computer time," says Claire Renaud-Frigon, Chief, Library and Information Retrieval Services. "CD-ROM is easy to use and should cut down on the number of on-line searches on these particular topics."

The disc, which looks similar to an audio compact disc, is placed in a reader connected to a microcomputer enabling

the information requested to appear on the screen. One disc can hold as much information as the *Encyclopedia Britannica*.

Although many information discs are available, Renaud-Frigon says she chose the most relevant ones for the Department. One disc, Canadian Business and Current Affairs, is updated quarterly and includes six years of the *Canadian News Index*, the *Canadian Business Index* and the *Canadian Magazine Index*. The Computer Library disc, which is updated monthly, contains abstracts of computer-related articles over half a page in length.

Also available on disc is the *World Factbook*, the Central Intelligence Agency's (CIA) annual unclassified almanac describing the political affairs of every territory and country in the world. The text can be copied to a word processing package or spreadsheet for further use.

"We have recently expanded our compact disk selection at both libraries by ordering a new disc that contains an index of Applied Science and Technology," notes Renaud-Frigon.



Monique Perrier, Head of the Headquarters Library, tries out the CD-ROM, the Library's latest information retrieval system.

## Library Services offers diverse information sources

The Department's Library and Information Retrieval Services offer a network of information services to all employees.

The Headquarters Library houses data on areas such as broadcasting, culture and communications, while the technical library at the Communications Research Centre focuses mainly on physics and engineering.

Services include publication loans, interlibrary loans, and on-line information searches. Librarians are available to assist employees in using any of the facilities.

The branches feature study carrels, reading areas, photocopy machines and

microform readers/ printers. At Headquarters, a videocassette room, recorders and an Access to Information reading room are also available — plus a routing service through which employees can request to have copies of new issues of journals sent to them.

The department library can assist regional employees with interlibrary loan and reference services.

For more information, a Library Services brochure and other information is available at the Headquarters Library, situated on the 14th floor, Journal Tower North or at the CRC Library.

# Reflections on a memorable campaign

by Jean Bélanger

In early November, 1988, when I learned that the Department was to host the next Public Service United Way Campaign, little did I suspect what 1989 had in store for me.

Shortly after, Alain Gourd and Michael Binder asked me to outline the structure of an Executive Committee and start thinking about the campaign's objective and strategy.

After consulting several documents and discussing the matter with representatives of the 1988 campaign's host department, I must admit I was discouraged by the amount of work ahead of us, considering that we were beginning almost six months late. No less than 111 departmental campaigns had to be co-ordinated, almost 6,000 canvassers recruited and trained, and a significant amount of materials and supplies prepared.

I was repeatedly told what an excellent way this was to celebrate the Department's 20th anniversary. What a "party" lay ahead!

In January, after coming to terms with it all, a Secretariat was established and recruitment of the team completed.

The following stage, considered vitally important by some, was to determine the overall target and negotiate specific objectives for each of the departments and agencies within the Division. After several discussions, and no small amount of audacity, the objective was fixed at \$5.7 million — six per cent more than the total 1988 contribution. Despite some concern for the unforeseeable, everyone set to work.

By the spring, the 111 co-ordinators and their respective teams had been recruited, materials and supplies ordered and distributed, and training completed. The

weeks passed, too quickly to suit me, and the big day approached.

After a summer of well-deserved vacations, everyone took the bull by the horns in August for the final preparations. And then came September, when the campaign was launched and the opening ceremony held on Parliament Hill. We had awaited this moment with some apprehension. Fortunately, with weather that was made to order, the launching was a resounding success and confidence soared.

The following week was a time of many breakfast launchings, sometimes three a day — enough to boost our energy reserves for the difficult weeks to come.

The initial results were in and, despite a shortfall compared to the previous year's campaign, the vital signs were excellent. By early October, though, we were still behind. That is when I started having butterflies, along with indigestion from the figures I devoured every night.

By late October, the campaign was winding down and we had yet to achieve our goal. After some timely action by departments or agencies that we felt were having trouble, the objective was finally met and surpassed. We finished with more than \$5.8 million. Reason to be proud.

I am unlikely to forget this enriching experience. It is not every day that someone has the chance to work on a project whose outcome is so concrete and immediate. And, when we consider the well-being that United Way agencies bring to the less fortunate members of our community, it is all the more satisfying and stimulating.

Neither will I forget the team spirit present among our group and our partners in West Quebec and Ottawa-Carleton, where many bonds of friendship were made.



## the anonymous editor

In mid-December, Prime Minister Brian Mulroney announced Public Service 2000 — a program which

promises to modernize management practices and reduce bureaucratic red tape.

The new program proposes to make the public service less complicated and burdensome. Although public service employees have heard similar announcements in the past, there is some indication that this time we can expect real and substantive changes.

First, the Prime Minister demonstrated his willingness to make legislative changes, which will likely be based on the recommendations of the project's nine task forces. Second, the Secretary to the Cabinet is personally leading the exercise. Third, the task forces are composed of public service managers, not outsiders. Finally, managing the public service in a more business-like fashion makes economic sense. It will also improve client services and employee morale.

Specifically, the Prime Minister identified the need to place more responsibility in the hands of front-line employees and managers. This will likely go beyond the Increased Ministerial Authority and Accountability (IMAA) Program, which currently allows departments to negotiate agreements with central agencies, such as Supply and Services Canada, to acquire greater

responsibility to manage their own affairs. Public Service 2000, on the other hand, may result in a complete overhaul of traditional roles and functions.

Some observers expect John Edwards, the public servant responsible for managing the project, may find resistance from central agencies and skeptical middle managers. They argue that "bureaucratic procedures" safeguard public money and are used as instruments to implement government policy, such as regional economic development programs.

Although Edwards agrees that red tape must be removed with care, he points to the benefits of "de-layering" management procedures. Reducing centralized controls and removing out-dated ineffectual procedures will ultimately help employees to better serve their clients.

Most of us agree with the objectives of Public Service 2000. And hopefully, Edwards will have the support he needs from central agencies, unions and line managers. If he is successful and the public service can be modernized by the next millennium, it will certainly be a welcome change.

### Editor's Note

We want to know your ideas and suggestions for Project 2000. Send us a letter — anonymously, if you wish. We promise to print them and/or forward them to John Edwards at Public Service 2000.

# People and Places

## Deputy Minister's Office

**Anne-Marie St-Onge** and **Céline Drouin**, formerly Secretaries with ADMAC, were appointed Secretaries in the Deputy Minister's Office.

**Diane Desormeaux**, formerly Secretary to DGFM, has been appointed Administrative Assistant in the Deputy Minister's Office.

## SADM

**Josée Bazinet** has accepted a six-month secondment from Energy, Mines and Resources to the Public Relations Division of DGIS as a Communications Officer.

**Johanne Ménard** was promoted to the position of Correspondence Officer in the Executive Correspondence Secretariat.

**Stéphanie Perrin**, previously Coordinator, Access to Information and Privacy Secretariat in the Sector Management and Departmental Coordination Division of ADMCM, has transferred to the Trade Policy and Canada/USA Telecommunications Division of DGIR as Senior Policy Analyst.

**Ghislain Gaudreault**, Advisor in the Federal Provincial Relations Branch, was seconded for six months to the Regional Industrial Expansion/Tourism.

**Constance DeChamplain** was promoted to the position of Writer/Editor within the Editorial Division of DGIS.

**Josée Miville-Dechêne** has been appointed on an indeterminate basis to the position of Publications Manager in the Creative Services Division of DGIS.

**Gérald Casavant**, Director, Internal Audit, has accepted a six-month secondment to the Office of the Comptroller General.

## ADMCM

**Michel Granger**, Director, Personnel Operations Division of DGHR, has accepted a promotion to Deputy Secretary and Chief of Administration with the Canadian International Trade Tribunal.

**Dave Clemis** has been seconded for six months from Revenue Canada, Taxation to the Informatics Planning Division of DGIM as Senior Technology Planner.

**Lise Rouleau** has transferred from the Staff Relations and Compensation Division to the Personnel Operations Division of DGHR as Administrative Assistant.

**Mireille Dubois**, formerly with Supply and Services Canada, has transferred into the position of Secretary to the Director General,

Administrative and Technical Services.

**Claude Desrochers** has transferred from Revenue Canada, Taxation to the System Development Division of DGIM to assume the position of Analyst/ Programmer.

**François DeBeck** was promoted within DGIM to the position of Director of the Systems Development Division.

**Suzanne Rochette** has been appointed Executive Assistant to the Assistant Deputy Minister, Corporate Management. She was previously Administrative Officer in the Legal Services Division of SADM.

**Ginette Lampron** was appointed to the position of Financial Services Clerk in the Financial Services Minister's Portfolio Division of DGFM.

**Jeannine Servant**, Editor in the Materiel Services Division of DGAT, has been seconded for six months to the House of Commons.

**Diane D'Aoust** has been appointed Technical Services Assistant in the Materiel Services Division (Library) of DGAT.

**Louise Lauzon**, Personnel Advisor with DGHR for the ADMCM sector, has transferred to the Department of Indian and Northern Affairs.

**Ken Rodger** was appointed to the position of Procurement Officer in the Material Management Services Section of DCAT (CRC).

**Carole Laplante**, previously with Industry, Science and Technology Canada, has been appointed to the position of Head, CRC Library.

**Michael Francis**, Senior Technology Planner in the Informatics Planning Division of DGIM, has transferred to the Department of National Defence.

**Debbie Dunn**, Assistant to DGAT, has transferred to the Department of Indian and Northern Affairs.

**Benoit Lavoie**, Personnel Advisor with DGHR for the ADMSR sector, has transferred to Treasury Board.

## ADMAC

**Helen Jelich**, Project Leader in the Canadian Heritage Information Network, was seconded for one year to the Employment and Immigration Commission.

**Jean Guérette** has been promoted to the position of Director of the Broadcasting Policy Division — French language, in DGBP.

**Gordon Fairbairn** has been promoted within the Canadian

Conservation Institute to the position of Senior Conservator.

**Lise Franklin** was transferred from DGBR to the Heritage Policy and Programs Division of DGMH as an Administrative Clerk.

**Joanne Bercier** has been promoted within the Sector Management Division to the position of System Administrator.

**Pierrette Houle**, formerly Correspondence Officer in the SADM's Office, has transferred to the Cultural Initiatives Program Division of DGAP as a Program Officer.

**Larry Durr** has been appointed to the position of Director of the Broadcasting Policy Division — English language, in DGBP.

**Huguette Turcotte**, Senior Analyst in the Publishing and Periodicals Policy and Programs Division of DGCI, has joined the Canada Council.

**Yolande Parlee**, Clerk in the Cultural Initiatives Program Division, has left the Department to pursue other interests.

**Claire Désormeaux** has been seconded for one year from DGRR to the Cultural Initiatives Program Division of DGAP as Special Assistant to the Chief, Contribution Management and Program Administration.

## ADMTR

**Serge Presseau** has been promoted to the position of Manager, Standards Policy in the Network Policy and Standards Management Division of DGTP.

**Claire Callender**, previously with the National Research Council, was appointed Research Scientist in the Optical Communications and Electrophonic Technologies Division of DGCD.

**Robert Breithaupt** has been promoted to the position of Director General, Communications Technologies Research (CRC).

**Jean-Guy Dumoulin** has transferred from the Canadian Space Agency to the MSAT Program Division of DGRC as Manager, MSAT Field Trials Implementation.

**Francine Bertrand** was promoted within the Network Policy and Standards Management Division of DGTP to the position of Secretariat Administrator.

**Gérald Chouinard** was promoted to Manager, Broadcast Systems Research in the Systems and Networks Research Division of DGBT.

**Sylvain Déry** has been appointed within DGRC to the position of Communications Processing Engineer in the Radio Communications Technologies Division.

**Michel Savoie** was promoted to Group Leader, Computer and Intelligent Systems within the Space Mechanics Division of the Canadian Space Agency.

**Murray Fyfe** has been promoted to the position of Manager, Satellite Network Policy in the Network Policy and Standards Management Division of DGTP.

## SMAQ

**Michel Umbriaco** was seconded for two years from the University of Quebec to the SMAQ's Office as Director General of Regional Development.

## ADMSR

**Jan Skora** has transferred from the Winnipeg Regional Office to the position of Director, Regulatory Policy and Planning Division of DGRR.

**Nicole Girard**, previously with DGBR, was seconded for six months to the Automated Applications Division of DGRR as Administrative Assistant.

**David Seguin** has transferred from the Automated Applications Division of DGRR to the Automated Spectrum Management Systems Division of DGEP as Microcomputer Support Specialist.

## Atlantic Region

**Anna Rail**, formerly with Treasury Board, was appointed to the position of Manager, Cultural Affairs and Broadcasting Policy with the Regional Office.

**Martin MacLellan**, previously Manager, Spectrum Control, was promoted to the position of Manager, Technology and Telecommunications within the Moncton Regional Office.

**Earl Hoeg**, formerly with Litton Systems Canada Limited, was appointed to the position of Inspector-in-Training in the Halifax District Office.

**Alonzo Boucher**, Communications Development Officer in the Communications and Culture Section of the Regional Office, has been seconded for six months to the Atlantic Canada Opportunities Agency.

**Robert O'Leary** was appointed Inspector-in-Training in the Halifax District Office.

## Quebec Region

**Michel Quinn** has left the private sector to join the Montreal District Office as a Radio Inspector-in-Training.

**Harold Carmichael**, previously with the private sector, has joined the Chicoutimi District Office as a Radio Inspector-in-Training.

## Ontario Region

**Cheryl Yakamovich** has been appointed on an indeterminate basis to the position of Central Records Clerk within the Finance, EDP and Administration Division of the Regional Office.

**Mario Campion**, formerly with the private sector, has joined the Toronto District Office as Radio Inspector-in-Training.

**Wallie Burke** and **Sheldon Collins** have been appointed on an indeterminate basis to the position of Radio Inspectors-in-Training within the Toronto District Office.

**Sarah Brooks**, formerly with the Authorization Division, was appointed to the position of Personnel Assistant in the Personnel Division of the Regional Office.

**Grace Soh** has been appointed on an indeterminate basis to the position of Communications and Culture Assistant within the Communications and Culture Division of the Regional Office.

**Mike Connolly** has been promoted to the position of Director, Communications and Culture in the Regional Office.

**Lou Battiston**, previously Instructor with the RCC School of Electronics, has joined the Toronto District Office as Radio Inspector-in-Training.

**Robin Jackman** has been appointed on an indeterminate basis to the position of Radio Inspector-in-Training within the Acton Regional Spectrum Service Centre.

## Central Region

**Nicole Barwick**, Administration Clerk with the Edmonton District Office, has transferred to Consumer and Corporate Affairs.

**Sharon Wastle**, Telecommunications Analyst with the Edmonton GTA District Office, has left the Department to join the Province of Alberta.

**Gary Krushen**, previously Superintendent, CATV/Broadcast Engineering in the Regional Office, has accepted a six-month secondment to the CRTC Regional Office in Winnipeg as Regional Director General.

See page 7: People

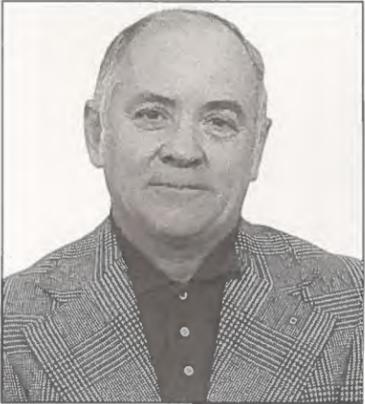
# Retirements

**Monique Gulewicz**, Text Revisor in the Official Languages Division of DGHR, has retired after 23 years of service.

**Donald Harris**, Consultant, Client Services Section in the Government Telecommunications Division of the Pacific Region, has retired after 7 1/2 years of service with the Department.

**Richard Leslie**, Standards and Telecommunication Systems Engineer in the Long Range Planning and Interconnect Division of DGEP, has retired after 17 years of service.

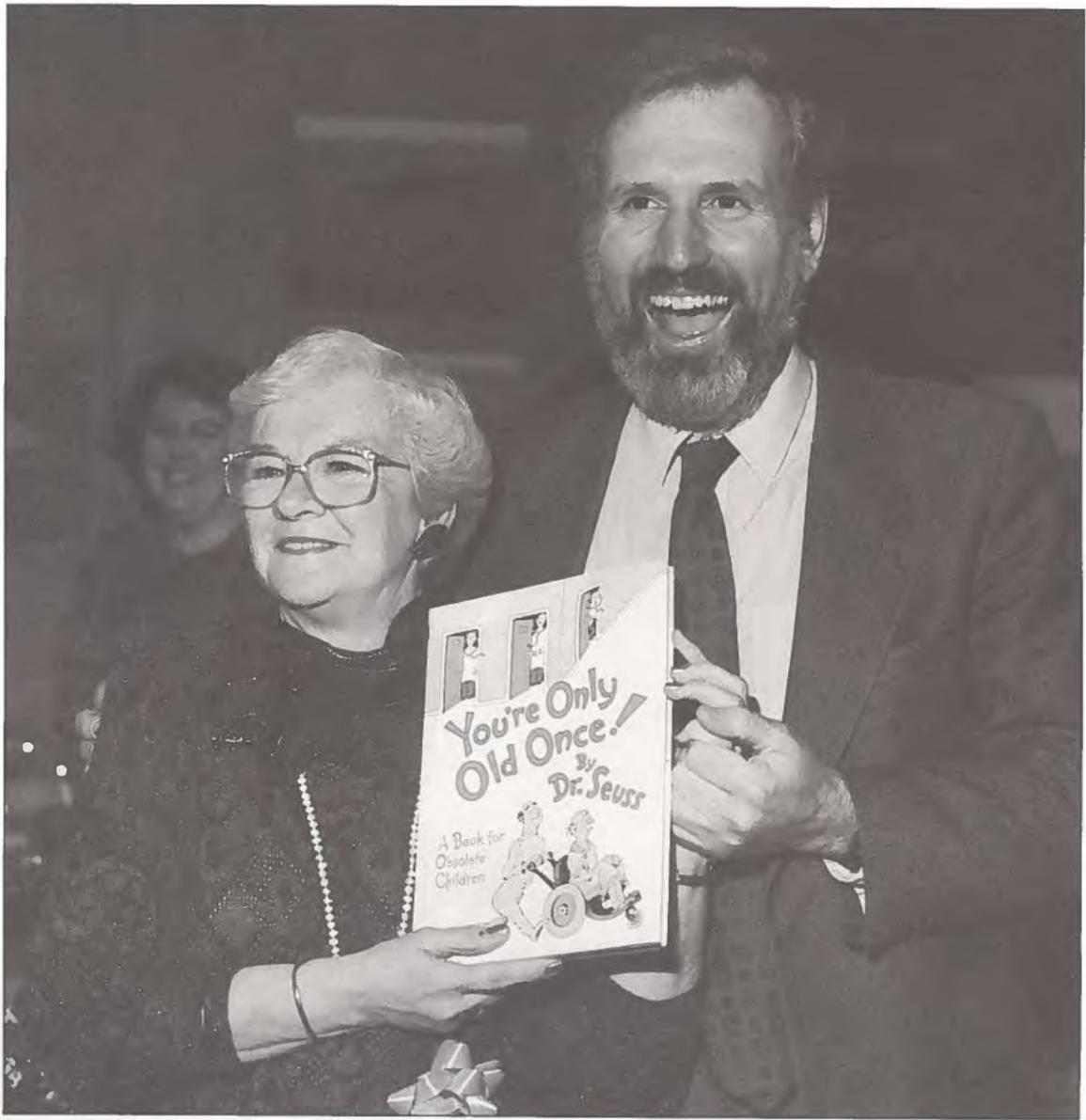
**Rosaire Harvey**, Standard Officer in the Montreal Regional Office, has retired after 32 years in the public service.



**Jacques Marchand**, Microwave Officer in the Montreal Regional Office, has retired. Marchand received a long-service medallion to top off his 35-year career in the public service.



**Fred Daniels**, Spacecraft Integration and Test Manager in the Communications Satellite Division of DGRC, has retired after 32 years of public service.



Liliane Tremblay's co-workers expect her to remain fit during retirement. If she ever needs a medical examination, however, at least she'll have a humorous book to help her cope with a visit to the hospital. Tremblay, Secretary in the Informatics Application Division of DGCP, received the gift from Roy Marsh, Director of Informatics Applications, on the occasion of her retirement after 14 years of public service.



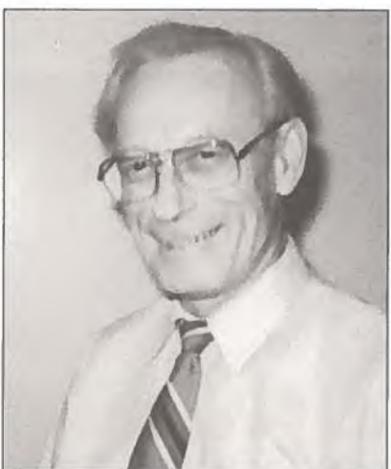
**Harry Ward** (right), an Officer with the Canada/U.S. Co-ordination Group in the Spectrum Management Operations Directorate of DGRR, received a retirement plaque commemorating 37 years of public service. The award was presented by **Robert Gordon**, Assistant Deputy Minister, Spectrum Management and Regional Operations.



**Vernon Stroud** (far left), District Supervisor in the Kitchener District Office, retired after 35 years of public service. At a luncheon given in his honour, Stroud was presented with a painting by artist Peter Etril Snyder. He is seen with **Art Solomon** (centre), Director, Kitchener District Office and **Carl Olsen** (seated), Acting Director, Government Telecommunications, Ontario Regional Office.

## Long Service Awards

**John Landry**, Head, Ionospheric Operations in the Certification and Engineering Bureau of DGEP, received a medallion commemorating 35 years of public service.



**35 years**  
**Arthur Edge**, District Director, Regina District Office.

### People continues from page 6

#### Pacific Region

**Wally Kozar**, formerly with the National Museums of Canada, has been appointed to the position of Director General, Pacific Region.

**Susan Matasi** was promoted from within the Communications and Culture Section of the Regional Office to the position of Manager, Economic and Technical Programs.

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

**Tara Douglas**, formerly with the Museums Assistance Program Division of DGMH in Ottawa, has transferred to the Communications and Culture Section of the Vancouver Regional Office as Museums Consultant.

**Albert Tam**, Computer Programmer in the Engineering and EDP Section of the Regional Office, has resigned his position to pursue other interests.

**Laurel March** was promoted from within the Communications and Culture Section of the Regional

Office to the position of Manager, Broadcasting and Culture Programs.

#### Suggestion Awards

**Harvey Rebalkin**, Standard Officer in the Spectrum Control Section of the Pacific Regional Office, received an award for suggesting a more efficient procedure for charged-out files to achieve improved Records Room Management.

## Groups honoured for outstanding contribution

Individual winners in the first annual Employee Recognition Awards Program were announced in the December issue of *Communications Express*. In this issue, we feature groups who were presented with awards at ceremonies held November 8 at the CRC and November 9 at Headquarters.

Recognition Awards are presented to employees who have completed a project or duty in an exceptional manner; made a significant contribution to the achievement of departmental objectives; improved the efficiency of Department operations or work environment; performed a humanitarian deed reflecting credit on the Department; or acted in some other way deserving special recognition.

The HDTV Demonstration and Survey Project Group was honoured for its outstanding involvement in the development of High Definition Television. Deputy Minister Alain Gourd presented the group with their award at a ceremony last fall. Shown are (from left to right) André Vincent, Dorothy Phillips, Helen McDougall, John Storey, Metin Akgun, Alain Gourd, Paul Hearty, Lorraine Croskery, Bernard Caron, André Martinelli, Phillip Blanchfield, Jean-Pierre Raymond and René Voyer.

Le Groupe du projet de démonstration et d'étude de la TVHD a été honoré pour sa participation exceptionnelle à la mise au point d'une télévision à haute définition. Le sous-ministre Alain Gourd a remis un prix au groupe lors de la cérémonie de l'automne dernier. De gauche à droite sur la photo : André Vincent, Dorothy Phillips, Helen McDougall, John Storey, Metin Akgun, Alain Gourd, Paul Hearty, Lorraine Croskery, Bernard Caron, André Martinelli, Phillip Blanchfield, Jean-Pierre Raymond et René Voyer.



## Groupes honorés pour leur contribution

Le nom des personnes honorées dans le cadre du Programme d'attestation du mérite des employés a été publié dans le numéro de décembre de *Communications Express*. Le présent numéro met en vedette les groupes honorés lors des cérémonies tenues le 8 novembre au CRC et le 9 novembre à l'Administration centrale.

Le Programme reconnaît les employés qui se sont acquittés d'un projet ou d'une tâche de manière exceptionnelle, qui ont contribué de façon significative à l'atteinte des objectifs du Ministère, qui ont amélioré l'efficacité des opérations du Ministère ou de l'environnement de travail, qui ont posé un geste humanitaire faisant honneur au Ministère ou qui ont agi d'une façon digne de mention.

The publishing team of *Première*, Central Region's newsletter, was praised for its work on the publication, which features a variety of topics, including employee activities, health and fitness and sports. Back row, from left to right, are Tim Hibbard, Myles Mainland, Micheline Gravel, Alfie Northam, Al LeBlanc, Shannon Sodequist and Gwen Harmen. Front row, from left to right, are Vic Pereira, Terry Rudeen, Rick Gensiorek and Kathy Schell.

L'équipe de rédaction de *Première*, le bulletin de la région du Centre, a été honorée pour son travail de rédaction dans de nombreux domaines, notamment les activités des employés, la santé, le conditionnement physique et les sports. Dernière rangée, de gauche à droite : Tim Hibbard, Myles Mainland, Micheline Gravel, Alfie Northam, Al LeBlanc, Shannon Sodequist et Gwen Harmen. Première rangée, de gauche à droite : Vic Pereira, Terry Rudeen, Rick Gensiorek et Kathy Schell.

Staff at the Toronto District Office received an award for their work on Radio Communications Planning and Support at the Toronto Economic Summit in June 1988. Sitting (from left to right) are Edwina Loverly, Cally Holdsworth, June Walmsley, Donna Dean (Regional Personnel) and Carolyn Clemmons. Standing (from left to right) are Glenn Ritchie, Calmeta Tyrell, Brent Seres, Peter Hill, Chris Gauthier, Joanne McCourt (who also won an individual award for her work with the Metropolitan Toronto Auxiliary Police Force), Rob Cepella, Henry Klain, David Bosquet, Eldon MacLaughlin, Doreen Power, Mike Lee, Watson Reed, Bruce Baker, Mike Power, Dale Donnelly, Dave Slingerland, Keith Myles and Peter Kohl.

Individual photographs: Peter Allen, Susan Anderson and Paul Lajoie from the London District Office. Not shown: John Nosotti, Doug Prentice, Kevin Bennett, Gilles Bérubé, Murray Dynes (now with the private sector) and Karen Laughlin (also with the private sector).

Le personnel du bureau de district de Toronto a été honoré pour son travail dans le domaine de la planification et du soutien des radiocommunications lors du Sommet économique de Toronto en juin 1988. Assis (de gauche à droite) : Edwina Loverly, Cally Holdsworth, June Walmsley, Donna Dean (du bureau régional) et Carolyn Clemmons. Debout (de gauche à droite) : Glenn Ritchie, Calmeta Tyrell, Brent Seres, Peter Hill, Chris Gauthier, Joanne McCourt (qui a aussi reçu un prix individuel pour son travail au sein du corps de policiers auxiliaires volontaires du grand Toronto), Rob Cepella, Henry Klain, David Bosquet, Eldon MacLaughlin, Doreen Power, Mike Lee, Watson Reed, Bruce Baker, Mike Power, Dale Donnelly, Dave Slingerland, Keith Myles et Peter Kohl.

Photographies individuelles : Peter Allen, Susan Anderson et Paul Lajoie, du bureau de district de London. Leur photo ne paraît pas : John Nosotti, Doug Prentice, Kevin Bennett, Gilles Bérubé, Murray Dynes (maintenant dans le secteur privé) et Karen Laughlin (aussi dans le secteur privé).



Members of the Canadian delegation were honoured for their involvement in WARC Orb-88 (World Administrative Radio Conference on the Use of the Geostationary-Satellite Orbit and Planning of Space Services Utilizing It). Receiving their award from Deputy Minister Alain Gourd (fifth from left) are (from left to right) John Chang, Janis Doran, Ron Amero, Ralph Zeitoun, Vish Salay, Art Carew, Gaby Warren, Ed DuCharme, Irena Streibl, Wayne Longman, Don McKay and Veena Rawat.

Les membres de la délégation canadienne ont été honorés pour leur participation à CAMR Orb-88 (Conférence administrative mondiale des radiocommunications sur l'utilisation de l'orbite des satellites géostationnaires et la planification des services spatiaux qui l'utilisent). Le sous-ministre Alain Gourd (cinquième à partir de la gauche) remet leur prix à (de gauche à droite) John Chang, Janis Doran, Ron Amero, Ralph Zeitoun, Vish Salay, Art Carew, Gaby Warren, Ed DuCharme, Irena Streibl, Wayne Longman, Don McKay et Veena Rawat.



Outstanding research efforts by the High Frequency Radio Research Group have resulted in new voice and data communications products for two Canadian companies. Receiving their award from Deputy Minister Alain Gourd (fourth from left) are (from left to right) André Kennedy, Barry McLarnon, Sherman Chow, Jean-Denis Parent and Nur Serinken.

Les efforts soutenus du Groupe de recherche sur les radiocommunications à haute fréquence ont donné naissance à de nouveaux produits de communication vocale et de données dans deux entreprises canadiennes. Le sous-ministre Alain Gourd (quatrième à partir de la gauche) remet leur prix à (de gauche à droite) André Kennedy, Barry MacLarnon, Sherman Chow, Jean-Denis Parent et Nur Serinken.