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July 1990

COMMUNICATIONS

# EXPRESS

Volume 8, No. 1



## Department wins first Award of Excellence

A team of departmental employees was recently presented with the first Award of Excellence ever won by the Department of Communications.

The award, which recognizes outstanding recipients of Suggestion and Merit Awards throughout the public service, was given to six departmental researchers, engineers and technologists for their innovative work on digital speech processing.

The group received the award at a ceremony held May 22 at the Canadian Museum of Civilization.

Robert de Cotret, President of the Treasury Board, made the presentation to Karen Bryden, Robert Deguire, Hisham Hassanein and John Lodge of the Communications Technologies Research branch, along with Daniel Boudreau (currently on educational leave) and Gorin Bree (retired).

The project involved developing several different ways of converting human speech into

digital information and then into a radio signal. The method, which allows messages to be transmitted to satellites using a narrower band and less power than conventional technology, played a crucial role in establishing the feasibility of the MSAT program.

"You work and work and never think it will be recognized. But here it is and I feel proud of it," exclaimed Deguire after the awards ceremony.

The group's work has raised the Department's profile as an international leader in speech processing. Bryden notes that the technology has already been exported to more than a dozen countries.

Yves Brunet, Awards Co-ordinator, says it's an accomplishment that should make all employees in the Department proud. "I hope more managers will recognize the outstanding accomplishments of their employees so the Department will be up there again with *la crème de la crème*."

For more information about the awards program, Brunet can be reached at 990-4524.



Recipients of the Award of Excellence display their plaques after the ceremony. Shown (from left to right) are team members: Robert Deguire, Daniel Boudreau, John Lodge, Karen Bryden, and Hisham Hassanein. Missing: Gorin Bree.



Connie Nobes, of the YM-YWCA, leads Department employees in the cool-down/warm-up section of Aerobics for Multiple Sclerosis on May 31. Part of Canada Fitness Week, the event raised \$1,000 in donations for the Ottawa-Carleton Multiple Sclerosis Society.

## Deputy Minister announces departmental reorganization

As *Communications Express* went to press, Deputy Minister Alain Gourd announced a reorganization of the Department.

In line with the goals of PS2000, the changes were made to better fulfil Communications Canada's mission, Gourd said. They will allow the Department to adapt to a changing environment, and deliver programs and services in the best possible way from coast to coast.

The changes are being made at the assistant deputy minister level; individual branches will not be restructured.

The changes, in brief:

- The regional directors general

will now report directly to the Deputy Minister, as executive directors, and will sit on the Senior Management Committee;

- The Sector Policy, Planning and Assessment branch will be transferred to the Corporate Policy Sector;
- The three engineering and technological branches of the Spectrum Management sector — Broadcasting Regulation, Radio Regulation, and Engineering Programs — will

See page 5:  
Reorganization

## Survey will profile Canadian arts consumer

The Department, in collaboration with the provincial ministers of culture, will commission a national survey to help performing and visual arts organizations understand what entices Canadians to go to the theatre or purchase paintings.

Results of the Canadian Arts Consumer Profile survey, to be conducted between September 1990 and August 1991, will eventually be stored in computers accessible by artists and arts organizations for the development of marketing strategies.

"We decided to do this study because of the need to provide the performing and visual arts sector with the same kind of marketing tools that major corporations have access to

everyday," explains Ronald Holgerson, Acting Director of the Cultural Initiatives Program. "This is a tool that will help organizations target market their products more effectively."

The database, which is expected to be completed by the fall of 1991, will contain demographic information, such as the age, gender and income of consumers who attend various arts activities. Psychographic profiles will provide details about the attitudes and values people use when deciding whether or not to attend a cultural event. The study will also try to find out why consumers with an interest in the arts would choose not to attend live performances or visit commercial galleries.

The \$955,000 study, which is being co-ordinated by the Arts and Policy Planning branch, will consist of telephone, mail and audience questionnaires to be conducted in 11 different zones, including all the provinces, as well as Montreal, Toronto and Vancouver. The Department will provide two-thirds of the cost while the provincial and municipal partners are expected to contribute the remainder.

The research design and questionnaires, which are being prepared by Decima Research of Toronto and Les consultants culture'inc. of Montreal, have involved extensive consultation with the performing and visual arts communities.

## Many PS2000 recommendations adopted

More than half of the first set of recommendations put forward by the Public Service 2000 task forces were immediately adopted and others are being considered.

Most of the 40 recommendations, submitted April 30 by the nine task forces looking at ways to simplify the bureaucracy, called for specific measures giving greater authority to departments and line managers.

"A lot of the authority held by central agencies — Treasury Board, Supply and Services and

the Public Service Commission — complicates the lives of managers and employees in line departments," explains Michael Binder, Assistant Deputy Minister, Technology, Research and Telecommunications, who is a member of the Occupational and Classification Structure Task Force.

Binder says most of the task force recommendations deal with the government's system of managing human resources — staffing, training, employee incentives, staff relations and the

classification system.

"We are proposing to modernize our management systems. For example, the *Public Service Employment Act* and the *Public Service Staff Relations Act* haven't been looked at for more than 20 years."

Every department across the public service is simultaneously conducting its own internal PS2000 review, says Deputy Minister Alain Gourd.

See page 4: PS2000



## YOU ASKED US

**Q:** I would like to take a course, but am not sure if it's worthwhile or if the company is reputable. What should I do?

**A:** You can consult Human Resources, Training and Development for advice on any course (from spectrum management to computer training) at (613) 990-4531 or (613) 990-4558. They can research the company and help you decide if the course relates to your personal career plans.



## FROM THE SUGGESTION BOX

### Fun and games

Last summer, the Department held a corn roast at the Communications Research Centre (CRC) in honour of the Department's 20th anniversary. It gave everyone the chance to meet co-workers from other sectors/branches, along with their spouses and children. Could we organize a similar activity for employees and families again this year?

Yes, we can. In fact, a group of zealous and devoted employees has already planned another one for August 18 at the CRC. The rain day is Sunday, August 19. A number of fun activities for adults and children are planned, including the infamous Bureaucratic Games. ADMAC (last year's winners) beware — other sectors have been training. Employees with suggestions for activities can contact Suzanne Rochette in the ADMCM's office, Room 446, Journal Tower North or Marie Lussier, Room 101E at the CRC.

### Photographic memories

A number of photographs were taken of activities held during the Department's 20th anniversary celebrations. Have any photos albums been compiled of these events? If so, could they be placed on public display?

Many activities were held during the 20th anniversary, such as the Corn Roast, the Employee Dinner Dance and the United Way Campaign. Four photo albums were recently placed in the lobby at Headquarters and the CRC. The albums will be circulated to the regions in the next few weeks.

# Letters to the editor

This issue (April 1990) was very good and gave a super overview of the Department. I would like to draw your attention to an error in the article "Expanded Senses" which began on page 8 and was completed on page 23.

The photo of "Bliss" used was ancient (sometime in the 70s). The story that went along with it on page 23 refers to a totally different concept of machine and idea. Also, Bliss should not be described as a symbolic language for the motor-handicapped. Although this group of people does use it, it was designed for all speech impaired, regardless of the cause. Finally, we are not studying a system, we have contracted the development and testing of such a system and the first phase of the testing is complete.

We have a wonderful video of this project, done by the Canadian Broadcasting Corporation, which can be loaned to people who would like to know more about this work. I can be reached at (613) 990-4316.

Mary Frances Laughton  
Manager, Information Resource Management  
Informatics Applications  
Communications Research Centre

Your April 1990 special edition is an excellent review of what goes on in our Department. I was particularly interested in your photo on page 17 showing two small boys with a satellite TV receive-only terminal in the background. This photo was not, as indicated in the caption, taken in Africa. To my knowledge, we have never transmitted satellite signals to Africa with Canadian satellites. This particular photo was taken by myself in the fall of 1979 in Papua New Guinea (PNG). We were demonstrating the capabilities of the *Hermes* satellite to the PNG government. To accommodate this, *Hermes* had been moved to a longitude near Hawaii so that we could transmit from our labs at CRC to Australia and PNG. This visit was most interesting as PNG did not have local television, let alone TV transmitted from a satellite. This photo was also somewhat amusing as I had to bend down to take it and the smaller boy followed suit to see what I was doing.

R.W. Huck  
Director  
Satellite Communications  
Communications Research Centre

# Conference highlights new museum technology

by Mark Montreuil

The museum of the future will have more computers than the average office, if the organizers of a recent conference on museums and new technology get their way.

The three-day event, held May 2 to 4 in Winnipeg, Manitoba, was hosted by the Canadian Heritage Information Network (CHIN) and sponsored by the Manitoba Museum of Man and Nature, with additional funding from CHIN.

A variety of topics were addressed during the conference, including the use of interactive videodiscs in museums, computer management of museum infor-

mation and a display of three-dimensional (3D) laser scanning technology. The 3D process, which can be used in recording the dimensions of precious artifacts, was developed at the National Research Council with the help of researchers at the Canadian Conservation Institute.

Barbara Rottenberg, Assistant Director of Museum Services for CHIN, says attendance at the event surpassed the expectations of organizers. "Approximately 300 people came to the conference, while similar events in other countries have averaged only 150 people."

Participants included researchers, representatives from museums across Canada and

exhibitors of specialized museum and information technology. Delegates from the United States, Britain, Denmark, Sweden and Norway were also present.

Rottenberg says the success of the conference reflects Canada's growing reputation in the international museum community.

### Think Recycling!



This paper contains recycled waste

# COMMUNICATIONS EXPRESS

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*Communications Express* welcomes letters to the editor, story suggestions, and pictures from all readers. Please call for guidelines.

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# New chart covers the spectrum

The Spectrum and Orbit Policy Directorate has produced the first major update in nearly a decade of the Spectrum Allocation Chart, a colourful poster that illustrates how the entire radio spectrum is used.

A new chart was needed because of significant changes to frequency allocations during the 1980s. These changes arose from new communications media such as mobile satellites and cellular phones, and administrative developments such as the World Administrative Radio Conferences.

The chart was produced in collaboration with Information Services and made extensive use of computer-aided design — another advance since 1982 when the chart was last produced.

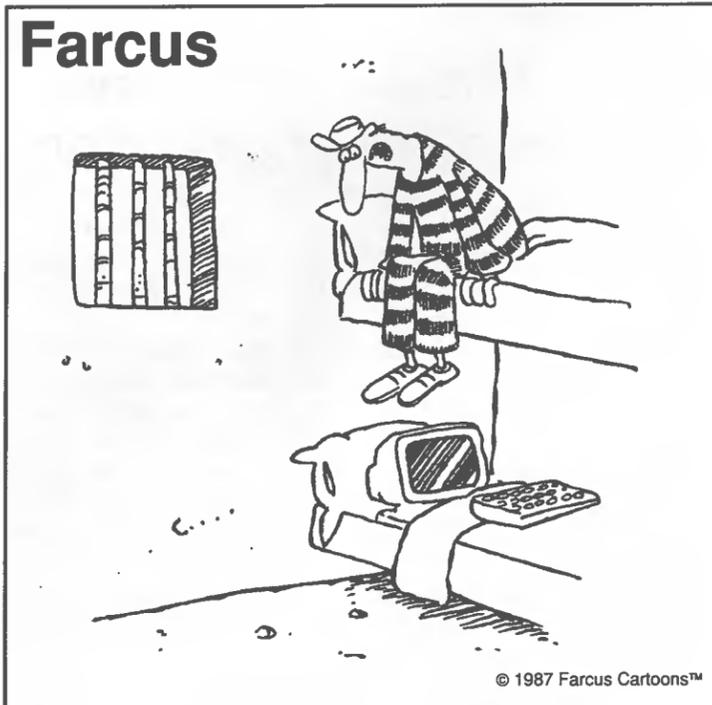
"The new chart was almost entirely designed on a computer," explains Wayne Longman, Chief of Fixed Radio Services, Spectrum and Orbit Policy. "It took a lot less time and effort than we expected. This is the

first time we've done something of this scale using a computer system, and we're very pleased with the results."

The chart is distributed primarily to organizations con-

cerned with spectrum usage, but is available on request. Copies are available through the Publications Office in Information Services or Regional Public Affairs offices.

## Farcus



You got 25 years for a system error?

# Task force identifies need to change attitudes

by Susan Hajdu-Vaughn

The public service environment must change dramatically if the number of women in senior positions is ever to reflect the percentage of women in the workforce, according to a recently released government report.

Women constitute 12 per cent of the senior management category, while 43 per cent of all public service employees are female.

The Task Force on Barriers to Women in the Public Service found that 75 per cent of the approximately 90,000 women in the public service are confined to lower-paying secretarial, clerical, program management and administrative jobs.

The report urges the government to promote more women out of these jobs and increase their representation in senior management. It also encourages senior management to change its attitudes about the role of women.

"The only way we will get the subtle shifts in attitude that we need is to place more women in senior management positions, where they can work side-by-side with equals," says Gwen Andrews, Director, Communications Policy and Liaison, Federal and Provincial Relations.

The task force, established in September 1988, was chaired by Jean Edmonds, former Associate Deputy Minister of the then-Department of Regional Industrial Expansion. It was

created to identify problems and recommend solutions to the barriers to employment of women in jobs where they continue to be under-represented, and to their promotion within certain job categories. Among other factors, the task force examined attitudes, training and experience.

The major barriers identified by the task force include attitudes that foster sexist stereotypes, a corporate culture that doesn't fully accept women in the workplace and the problems of balancing work and family life.

Denise Benoit, a Human Resources Officer with ADMSR, who began her career in the government as a typist 10 years ago, says it's obvious that many women are not being given the opportunity to move forward in their careers.

"I've seen women quit the government and take a job with the private sector because they get to a certain level and can't go any higher. It's a shame for the Department because these women have so much potential."

Juggling family responsibilities with a career is an overwhelming challenge for many women, according to May Morpaw, former Manager of Regional Development and Planning Co-ordination for the Department, and now Director of Research and Policy for the Women's Bureau of Labour Canada.

"I think the traditional view of how and when work is done is a big barrier. There are a lot of evening meetings and

work sessions for employees of the Department and you just can't juggle that with children. The whole structure of the work environment has to become more flexible and take family responsibilities into account."

Morpaw says many managers fail to realize when a woman is ready to be promoted. "There's a fear of failing with a woman. Men with potential are often identified and groomed for a position from an early stage. We need less fear of taking a risk with women, more leave for

women with family responsibilities and a more flexible definition of acceptable work patterns."

Andrews agrees with the report's recommendation that female managers should be included in the formation of selection committees that recruit managers. "It would be helpful to make sure women are involved in the selection and grooming process because they could help identify high potential women and provide them with good developmental opportunities."

## Task force report to be circulated

The Task Force on Barriers to Women in the Public Service did not recommend the creation of any new agencies or legislation to facilitate the promotion of more women out of low-paying, low-level jobs, despite encouraging the government to achieve this goal.

Treasury Board President Robert de Cotret has said the report will be circulated to managers and employees in an effort to change attitudes.

"Change is coming, but it's very slow," says May Morpaw, Director of Research and Policy for the Women's Bureau of Labour Canada. "There are no quick fixes. The task force is leaving it up to the government to make decisions, which is the way it should be, but senior

management must also be willing to show more openness and acceptance."

The task force conducted its research over 18 months, surveying 20,000 public servants.

Some of the report's other findings:

- Women who advance in the public service do so more rapidly than men, but start at much lower levels.
- Women are better educated than men.
- Where it is assumed that a man has or will develop certain abilities, a woman must have a concrete record of achievement or experience.
- Sixty-seven per cent of the women interviewed believe there is a glass ceiling — an invisible barrier — to promotion.

## CRC computer system to get students CHATting about AIDS

New technology developed at the Communications Research Centre (CRC) will soon allow students to use a computer to get straightforward answers to questions about Acquired Immune Deficiency Syndrome (AIDS).

A computer system, known as Conversational Hypertext Access by Telecommunications (CHAT), has been paired with an AIDS database, allowing users to type natural-language questions about AIDS on the keyboard and receive written answers on screen.

Rockwood Informatics Ltd., a software development and publishing company, plans to market the computer system to schools in the fall.

"It's a novel product with a lot of potential. We're going to package it as a knowledge product and sell it to universities,

colleges and high schools where it's a justifiable concern that people get the proper facts about AIDS," says Mike Staphenurst, President of Rockwood Informatics of Kanata, Ontario and Fredericton, New Brunswick.

"It's the first time the public has been able to use normal English sentences to retrieve knowledge from a computer," explains Thomas Whalen, Research Manager for Behavioural Research, who developed the system with co-worker Andrew Patrick. "Previously, people had to select categories of information from menus or enter specific keywords to communicate with computer information systems."

Staphenurst says CHAT/AIDS will probably be test-marketed in the Atlantic provinces and Maine in the fall.

Rockwood Informatics eventually plans to incorporate graphics into the software program and develop additional databases on other health topics.

During field trials in Alberta last fall, 492 consumers used a computer, modem and local, toll-free number to establish contact with CHAT. Whalen says 96 per cent of the 307 participants who expressed an opinion about the system found it was easy to use and provided valuable AIDS information.

"CHAT is a general information retrieval system that can be used to provide information about any subject. We just happened to choose AIDS as an example topic and it has been very well-received," says Patrick, a Behavioural Scientist with Behavioral Research.

CHAT has also been successfully interfaced with a videodisk player containing a documentary about AIDS to produce Advanced Interactive Television (AITV). At any time during the program, viewers can type questions into a keyboard. The computer will then play the video sequence containing the answer.

Whalen and Patrick frequently attend high-technology trade shows and conferences to demonstrate both the video and text versions of CHAT/AIDS. Whalen says the system can be licensed to clients interested in developing the technology. For example, Employment and Immigration Canada is planning to use CHAT to help high school students learn how to find a job.



Lise Nadeau, Assistant in the Minister's Office, poses with Maurice Venet, Director of the Alliance Française of Ottawa-Hull, at the opening of an exhibition of her oil paintings. The show, held at the Alliance offices in Ottawa, featured Nadeau's canvasses of picturesque streets and houses of old Quebec. She has studied at art schools across North America and has been actively painting since 1985.



Advanced Interactive Television (AITV), developed at the CRC, allows viewers to learn more about AIDS by typing questions into a computer interfaced with a documentary about the syndrome.

## Network extends executive communications links

Senior executives were interested in developing better communications links, not in learning about computers, when they asked that an electronic network be established specifically for them, says Micheline Ouellette-Rogers, Deputy Executive Manager for the Senior Executive Network (SEN).

SEN will provide a means of distributing information to deputy and assistant deputy ministers and their staff in 34 departments and government agencies. It was created

and implemented by a team of Communications Canada employees formed in May 1989.

"DMs and ADMs are very busy people and they don't have time to learn a complicated system," explains Ouellette-Rogers. "We were asked to provide them with a network they could use now."

The system was developed to use present telecommunications facilities, including Envoy 100 and iNet 2000, and is based on existing software. "We were

See page 6: SEN

## Edwards interview

## Questions and answers about PS2000



John Edwards

*Editor's note: Public Service 2000 is the government's program to modernize the public service so it can respond to the needs of a changing Canadian society. John Edwards, former Commissioner of the Public Service and recently Secretary General of the National Museums Corporation, became manager of the initiative last December. He runs a small secretariat in the Privy Council Office which is co-ordinating PS2000. The Secretariat co-ordinates the work of nine task forces of senior officials and supports the Public Service 2000 reviews being conducted by individual departments. The following is the edited text of an interview with Public Service Newline in which Edwards answers some frequently asked questions about PS2000.*

### Is Public Service 2000 a management-driven exercise? What are you doing to involve the average employee?

We see it as top-down and bottom-up. As PS2000 runs its course, we expect as many employees as possible to be involved and to have a voice.

We are approaching this in two ways. On the one hand, for those subjects that clearly cross all departments and all levels, we are launching widespread consultations across the country. For example, the Task Force on Service to the Public is taking a multi-level, multi-media approach. There will be seven executive-level symposia, some of which will bring together managers from the public sector and the business community. There will be a series of 30 focus group meetings in 12 cities, involving front-line support staff and supervisors from a number of departments.

At the same time, we think the most important consultations will take place at the departmental level. That's partly because each department has its own culture and history, but also because each department has its own particular mix of problems that require unique solutions. Identifying these problems and finding solutions naturally calls for input from employees, since they're often the people most familiar with a department's inner workings.

### What will PS2000 do for front-line employees?

Better service to the public is the *raison d'être* of PS2000, and this means making sure front-line staff have the tools and authority to do their jobs as effectively as possible. What we are trying to do is remove the heavy hand of central administration from front-line employees so they can spend more of their energy on and respond more flexibly to client needs. We also want front-line staff to have a greater voice in the policies and procedures that affect their day-to-day activities. All departments have been asked to review their internal administrative policies and procedures in order to put more resources and authority in the hands of front-line troops, and to improve communications from the bottom up.

### Is PS2000 another down-sizing exercise in disguise?

Not at all. We have said from the outset that this is not an excuse to reduce budgets or personnel. I think it's fair to say we have made significant improvements in efficiency already in the public service — we have fewer resources yet we are serving more clients. But we have recognized that the down-sizing of the past few years has taken its toll on the front-line troops. What we hope to do with PS2000 is reduce the time and resources spent on internal paperwork and administrative procedures — activities which do not serve the public directly — and devote more of those resources to the work that our clients expect of us.

### How will PS2000 bring about change to the way the public service operates?

In three phases. You can expect the first changes to occur where quick improvements can be made without resorting to legislative changes. The next changes will be more fundamental, and some of them will require amending legislation. And in the third phase, which is ongoing and will span several years, a new corporate culture will be developed, one in which employees will find greater job satisfaction and be able to build more challenging careers.

### What effect might PS2000 have on legislation governing the public service?

It's too early to say what the final package or packages might look like, but we've had some

pretty far-ranging suggestions. Among the laws which are more than 20 years old and might be changed are the *Public Service Employment Act*, which sets out the current rules for recruitment and promotions, and the *Public Service Staff Relations Act*, which defines the collective bargaining process. The question has also been raised as to whether we could amend the *Financial Administration Act* to allow more flexibility. As to when we can expect to see legislation introduced, later this year looks like the most likely time.

### What are you doing to consult with the unions?

In his announcement in December, the Prime Minister indicated that PS2000 would be undertaken in close consultation with the unions. Shortly after the announcement, Paul Tellier and I, along with the Secretary of the Treasury Board and the Chairman of the Public Service Commission, met union executives to reiterate that commitment. There have been several meetings with union representatives since then, and all unions have been invited to make presentations to the task forces. We've also invited them to make recommendations about how the laws that affect them should be changed and we have made an undertaking to consult with them before specific legislative changes are introduced.

### Will PS2000 be able to do anything about the length of time it takes to complete a staffing action?

The Public Service Commission deserves full credit for the 20 per cent improvement that has been made to date, but we all think we can do better. We may have to change the basic rules of the game. We have a task force devoted to the question of staffing that's looking at some short-term procedural and mechanical changes we can make to speed up the process: further delegation of authority; better training of managers in staffing processes; more use of computer technology and so on. For real long-term improvement, however, the task force is looking to see if we could speed up the system by making changes to the legislation on which the staffing process is based.

### How do you ensure that the recommendations of the task forces are not watered down in their implementation?

First, we have a commitment from the very top — the Prime

Minister and the Clerk of the Privy Council — that there will be fundamental change to the way we do business. And second, we have the peer pressure of deputy ministers on the task forces who will be following very closely the way central agencies respond to the recommendations.

### You make frequent references to decentralization. Is this part of some sort of anti-Ottawa campaign?

We are talking about decentralization of *authority* — from central agencies such as the Treasury Board, the Public Service Commission, and so on — to the line departments that deliver programs so they can serve the public better. We are also asking departments to look at their administrative procedures to ensure that their energies are focused *outwards* toward their clients rather than *inward* toward headquarters. I think most departments have recognized that the bottom line is better service to Canadians and have begun to organize themselves with that

goal in mind. This often involves stronger regional and local office operations, just as most major corporations have realized that the best way to improve performance is to put resources in the front lines, where the customers are.

### How do you intend to deal with the longer-term challenge of changing values in the public service?

One part of the solution is to remove the system-wide obstacles that prevent employees from meeting their full potential. Another part is to involve employees in identifying the changes that need to be made to improve their own working environment. We must also open the channels of communications at all levels within the public service about what these changes mean. Over the longer term, we will have to demonstrate through action that we reward risk takers and encourage initiative. It will clearly be a lengthy process, one that may take three to five years or so after new legislation is passed.

## Some of the task force recommendations:

- Treasury Board has agreed to delegate authority for the approval of the classification of job descriptions up to the EX-3 level to deputy ministers. It is also considering a further suggestion to allow deputy ministers to promote and hire managers up to that level.
- The contract limit for temporary workers has been increased from eight to 20 weeks.
- Treasury Board has agreed to simplify and shorten job descriptions.
- A new evaluation plan for job classification is being studied to address criticisms that the current system does not take into account all the responsibilities borne by regional managers.
- Award program criteria has been made more flexible, making it possible for employees to receive awards for improvements that are part of their regular jobs, so long as it is not within their authority to carry out the changes. The amount of money given with each award has also been increased.
- In response to a concern that too much authority has been kept in the hands of departmental administration branches, all departments have been asked to review their inner delegation and signing authorities.
- The Public Service Commission has agreed to allow deputy ministers to delegate staffing decisions to senior managers. Until now, the delegation of staffing authority has required PSC approval. The task forces have recommended that responsibility be given to line managers whenever possible.

### PS2000 continues from page 1

"We cannot just look at the public service as a whole. We must also look into our own backyard," says Gourd. "We must ensure that our department is delegating authority to front-line managers and the regions, wherever possible."

PS2000, which will continue to introduce reforms over the next

few years, is expected to give employees greater flexibility to deliver services to the public.

Gourd says he's confident that PS2000 will be effective. "Everyone — our employees and the people of Canada — will benefit from these changes."



## NOTEBOOK

### Start the presses

The Atlantic Region is in the newsletter business again.

Paul Soucy, Regional Public Affairs Manager, has the presses rolling once more with the premier issue of *Atlantic InterComm Atlantique*, launched in March.

In the early 1980s the Region had a short-lived newsletter, *Les Liens/The Links*.

"I am setting my sights on a long-running publication that will meet real needs: better communications between employees from one district to another, as well as from the regional office to the districts of Atlantic Region, and promotion of employee efforts as reflected in our mission statement," wrote Soucy in his opening editorial.

A competition among regional employees was held to name the publication.

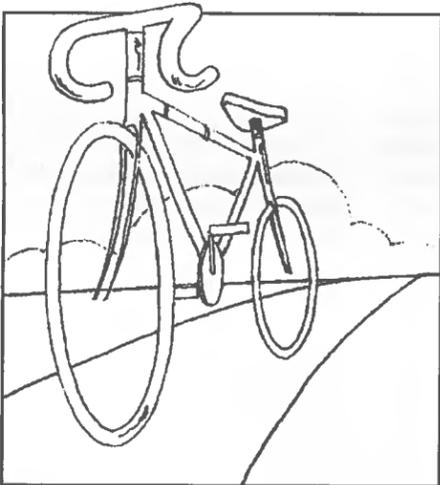
### Outstanding in their magnetic field

Employees at the Trois-Rivières District Office recently discovered what really attracts them to their work.

During an interference investigation, a departmental vehicle was magnetized by a sudden return of electric power from a local aluminium plant. This affected the operation of several pieces of sensitive electronic equipment.

After discovering that the only available demagnetization service (Hydro-Quebec) would be expensive and could not guarantee results, employees decided to tackle the problem themselves.

They wrapped a long electrical cord around the vehicle to create a new magnetic field which, when energized, reduced the magnetization.



### Department cyclist wins race

Bob Baser raced his 10-speed bicycle against a bus, a car, a motorcycle and a pedestrian and won.

Baser, Manager, Applications and Policy Development, was one of the participants in a commuting race organized by the Ottawa-Carleton Safety Council. The publicity event was organized to show Ottawans that different ways of getting to work could be as efficient as their cars. Participants had to obey all the rules of the road during the two races, one 2.5 kilometres and the other five kilometres long.

Although he has been cycling to work everyday for 20 years, Baser claims the key to his victory in the shorter race was a more efficient route, different from his competitors. He beat the second place finisher, who drove a car, by just over two minutes.

### DPE demonstrates accomplishments

Employees of the Program Evaluation Branch (DPE) informed colleagues of their achievements in the field of program evaluation at the national conference of the Canadian Evaluation Society this May.

Shelley Borys and Bill Graham, Program Evaluation managers, presented a paper called, "New Spots or New Leopards? The Expanding Role of Program Evaluation at the Department of Communications", that dealt with some of the new directions DPE has been taking recently. In addition to evaluating services the Department provides to its clients, DPE has been evaluating the Department's other areas, such as human resources management.

Borys and Natalie Kishuk, formerly of DPE, also teamed up to put on a pre-conference introductory workshop called, "How to Measure a Charging Elephant with a Rubber Yardstick: An Introduction to Measurement Issues in Evaluation."

### Gruchy chairs international policy session

Representatives from 82 nations recently met to discuss major conservation issues and problems under the direction of Charles Gruchy, Director General of the Canadian Conservation Institute.

"For three days I got to be a sort of miniature Secretary-General of the UN," says Gruchy of his experience as President of the general meeting of the International Centre for the Study of the Preservation and the Restoration of Cultural Property (ICCROM). The session, held this May in Rome, dealt with ICCROM's proposed program and budget for the next two years.

During the session, Gruchy was also elected Chair of the organization's Governing Council, which oversees the day-to-day management of ICCROM.



### Department makes distinct impression on United Way

The Department of Communications recently received an Award of Distinction from the United Way of Ottawa-Carleton, in recognition of its outstanding leadership as host department for the 1989 federal public service United Way campaign.

The Department was commended May 23 for raising a record amount of money, setting aggressive goals and staging an innovative kick-off ceremony. It was also recognized for successfully monitoring and managing the campaigns of 110 departments and agencies under the leadership of Federal Service Division Chair Alain Gourde.

Jean Bélanger, Director, Management and Co-ordination, ADMCM, who was Deputy Executive Organizer of the campaign, accepted the plaque on behalf of the Department.



Communications Minister Marcel Masse chats with a group of young ballerinas at the National Ballet School in Toronto. Masse was at the school to announce the creation of the Task Force on Professional Training in Canada, which will examine the professional training needs of the Canadian arts community. Masse also announced a \$2.3-million grant for the ballet school. Photo by Jeannette Edissi-Collins, National Ballet School.

## Programs bring disabled persons to Department

Communications Canada has turned to the Ontario March of Dimes, and other assistance agencies, to help improve its record of hiring people with disabilities.

One of the most successful relationships is with the Ontario March of Dimes' Discovery program. Discovery provides computer training and on-the-job experience for persons with disabilities. The program pays its students' salaries during 11-week job placements.

**Participants are trained in word processing, project management, graphics, financial estimating and tracking and desktop publishing. They are also taught about realistic job expectations, office politics and how to handle an interview.**

Applicants to Discovery go through a rigorous selection process, says Doreen Harte of the Ontario March of Dimes. "We select eight students for every 40 who apply."

Once selected, participants are given training in word processing, overhead presentations, project management, graphics, financial estimating and tracking, database management and desktop publishing. They are also taught

about realistic job expectations, office politics and how to handle an interview.

"I spoke with one manager who I knew was having difficulties finding people skilled in the use of a particular computer system," says Louise Lappa, the Department's Employment Equity Coordinator. "He volunteered to test the program for the Department and placements in his section have led to three hirings."

A supervisor who works with several Discovery participants says their disabilities aren't an issue because they do not interfere with work. "I'm not very comfortable talking about it because in two cases I can't figure out what the disabilities are," she explains. (Employees have the right to choose whether or not to inform their employers if they have disabilities.)

The Department is also in close contact with several other agencies, including the Ontario Ministry of Community and Social Services' Vocational Rehabilitation Services, the Public Service Commission's Access Program and the Workers' Compensation Board. Referrals from these and other groups are collected into inventories of resumés, covering many different skill areas, that are available to managers, says Lappa.

For more information on these and other programs, contact Louise Lappa at (613) 990-4546.

### Reorganization continues from page 1

- move to the Technology and Research sector.
- The Museums and Heritage Policy and Programs branch and the Arts and Policy Planning branch will be brought together and elevated to the status of a new sector, Museums, Heritage and Arts Policy, under the leadership of Charles McGee;

- A "New Media" function will be established in a new Communications Policy sector under Richard Stursberg. The sector will also include the Broadcasting, Cultural Industries, Copyright and Telecommunications Policy branches.

The reorganization is subject to Treasury Board approval.

## Course improves management skills

The Human Resources Planning and Development division recently held two Supervisory Orientation courses to teach effective management of human resources. A total of 44 supervisors participated in two sessions held in January and March at the Ambassador Hotel in Kingston, Ontario.

The 10-day course, which is continually being revised and enhanced to meet the changing needs of supervisors, offers participants an opportunity to practice their newly acquired skills. Emphasis is placed on creating an environment of support and mutual respect.

The topics discussed were: the supervisor's role in the work

unit; effective communication; motivation; leadership; financial planning at the Department; performance appraisals; staff relations; problem solving; conducting effective meetings; and the Employee Assistance Program. For more information about the course, contact Carmen Centofanti at (613) 990-4531.



(Above) Participants in the January course include (back row, left to right): Maggie Lackey; Paul Gryn; Brent Seres; Rick Hergott; Diane Lacombe; Susan Williams; Dorothy Scharf; Mary Racine; Dale Reeson, consultant; Don Walker; and Susan Matasi. Middle row, left to right: Christianne Poirier; Loraine Fleming; Don Edwards; Jane Wiebe; Colette Tremblay; Frances Clavet; and Judy Vilon. Front row, left to right: Susan Wright-Yearwood; Peter Allen; Pierre Landry; Chris Lafkas; and Joanne McCourt.

Participants in the Supervisory course held in March (back row, left to right) are: Kwai Lum; Laurel March; Roger Faubert; Dave Egilo; Duncan Adams; Eric Hopper; Jacques Filiatrault; Catherine Hurley; Marilyn Wallace; and Dilu Kalsi. Middle row, left to right: Charmaine Paul; Octave Bélanger; Faye Ferris; Denise Duchesne; Patricia Jaton; Brian Kasper; and Robert Bissell. Front row, left to right: Gerald Clement; Peter Hill; Carmen Centofanti; Julie Côté; Dan O'Connell; and Cathy Murray.

## Policy session produces new ideas for DGHR

Two months ago, Department employees received a *CommuniGram* announcing that the Human Resources Branch (DGHR) would be closing its offices for two days.

DGHR employees are now back at their desks and working with renewed energy and new ideas following two days of learning and planning at a conference centre in May. The sessions were rich in exchanges, creativity, discussions and solutions in a climate of co-operation.

Before the session began, employees' health and fitness were tested by a team of experts from the University of Ottawa. Josée Quenneville and two colleagues analyzed the results and taught employees stress reduction techniques appropriate for the workplace.

Employees also listened to speakers discuss a variety of interesting subjects, including the

*Access to Information Act*, protection of information, and Public Service 2000.

**"The Department was ahead of its time with the Mission Statement and Challenge for Change. Now that the PS2000 locomotive has come along, all we have to do is hitch up to it."**

Derek Sweet, of the PS2000 Secretariat, gave employees a progress report and Deputy Minister Alain Gourd spoke of his enthusiasm and hopes for the project.

"The Department was ahead of its time with the Mission Statement and Challenge for Change," Gourd said. "Now that the PS2000 locomotive has come

along, all we have to do is hitch up to it."

On the second day, employees formed teams to discuss the principles underlying the mission statement. Each team was asked to take one of the principles and apply it to everyday problems facing DGHR. "The ideas we received from employees will help DGHR remain dynamic, efficient and compassionate in its management of human resources," said Director General Michel Seguin following the session.

Participants concluded that the first step to better human resources management is the creation of a good work environment. If each employee believes that things can be improved, a giant forward step will have been taken.



Michel Seguin, Director General, Human Resources, and Louise Lappa, Employment Equity Co-ordinator, pose with puppets from "Kids on the Block". The puppet troupe, formed to raise children's awareness of disabilities, was presented with a commemorative plaque by Deputy Minister Alain Gourd on June 12.

## Open Forum

by David Dawson  
Regulatory Policy Analyst



Loyalty is one of the most important traits for employers to look for in their employees — and the time to look for it is during staff selection.

Selection boards often put the cart before the horse in assessing the personal attributes of a job applicant. Proof of commitment and motivation are often required. Enthusiasm, judgement, tact and discretion are considered essential qualities. But even a spy or thief could have all of these; without loyalty they are without purpose.

What needs to be established is not just that an individual is capable of making a commitment, but whether he or she is likely to make a commitment to the Department and is able to follow through with it.

Loyalty is often mistakenly attributed to employees who flatter their superiors. As a result, it has been incorrectly associated with incompetence, incapacity, dependence and a host of other negative charac-

teristics because it is assumed that only an employee who is frightened of criticism or dismissal would be loyal.

Can selection boards realistically assess something so subjective and personal? They certainly can. Already, devices such as open-ended questions, role playing, references and candidates statements are used to determine whether applicants are trustworthy, diligent and careful. These same mechanisms can be used to help determine if an individual has the capacity to be loyal as well. But the process will only be useful if done explicitly.

Many people believe, and recent studies confirm this, that mutual respect and trust are essential in the workplace. This is only possible with loyal employees. The right time to assess allegiance is during the selection process — a proper employee-employer relationship must be developed from the very beginning.

## SEN continues from page 3

adamant that this be a service-to-users project and not a systems development project," says Lyn Elliot Sherwood, Executive Manager for SEN.

Information formerly distributed by mail or fax, such as the Public Service Commission's list of management vacancies and appointments and Statistics Canada's *Daily*, will be delivered faster and more efficiently through SEN, says Ouellette-Rogers.

"Managers can screen information, so they only pay attention to what interests them. A major role for SEN is to work with organizations that have useful information and find the

best way of providing it to clients," says Sherwood.

The network also has an electronic mail system that will speed up routine communication, Sherwood adds. "For example, committee members will be able to confirm agendas and attendance over the network, instead of having five or six people playing telephone tag," she explains.

"The really important thing is that it is now in place," notes Sherwood. "Now that we have accomplished that, we can set about fine tuning the system and worrying about how we are going to extend the service to other levels."

# People and Places

## SADM

**Peter Barnes**, Director of the Fiscal and Strategic Policy Analysis Division of DGFP, has left the Department to pursue other interests.

**Jennifer Jang** has been appointed on an indeterminate basis to the position of Visits Officer in the Bilateral Communications, Planning and Development Division of DGIR.

**Vikki Arany** has been appointed to the position of Secretary to the Director, Network Policy and Standards Management, in DGTP.

**Gaétane Laplante** has been seconded for two years from Public Works Canada to the Program Evaluation Division as Senior Program Evaluation Manager.

**Judith Froome** has been appointed on an indeterminate basis to the position of Officer, Exhibitions and Audio-Visual Services, in the Creative Services Division of DGIS.

**Michelle Racette** has accepted a six-month secondment from Health and Welfare Canada to the Cultural Policy and Liaison Division of DGFP as Advisor.

**Anne Rose** has transferred from DGFP to the Priority Planning and Government Business Division of DGSP as Secretary.

**Manon Pelletier** has been promoted to the position of Director, Cultural Policy and Liaison, in DGFP.

**Cherryl Smith**, Special Projects Officer in the Public Relations Division of DGIS, has accepted a six-month secondment to Environment Canada.

**Helen Kennedy** has been appointed to the position of Policy Analyst in the Financial and Regulatory Policy Division of DGTP.

**Michael Holmes** was promoted to the position of Director, Creative Services, in DGIS.

## ADMAC

**Monica Belley** has been appointed on an indeterminate basis to the position of Secretary in the Heritage Policy and Programs Division of DGMH.

**Thomas Caplan**, Senior Economist in the Arts Policy Division of DGAP, has accepted a one-year secondment to Statistics Canada as Project Leader.

**Gloria Langis** was promoted to the position of Secretary in the Canadian Heritage Information Network (DGMH).

**Carole Lafrenière**, Officer in the Broadcasting Policy – English Language Division of DGBP, has accepted a one-year secondment to the National Archives of Canada.

## ADMCM

**Sharon Fleming**, formerly with the RCMP, was appointed to the position of Director, Personnel Operations in DGHR.

**Micheline Schimanski** was promoted to the position of Accounts Payable Clerk in the Financial Policy, Systems and Accounting Division of DGFM.

**Raynald Turgeon** has been deployed to DGHR as Visiting Director responsible for Public Service 2000.

**Carole Fontaine** has transferred from the Department of National Defence to the Staff Relations and Compensation Division of DGHR as Pay and Benefits Trainee.

**Joanne Marois, Nicole Allan, Linda Villeneuve and Chantal Potvin** were promoted from within the Financial Policy, Systems and Accounting Division of DGFM as Travel Audit clerks.

**Diane Godin** has transferred from Industry, Science and Technology Canada to the Administrative and Technical Services Branch at CRC as Administrative Support Clerk.

**Diane Seguin-Guérrette** has joined the Staff Relations and Compensation Division of DGHR as Pay and Benefits Clerk.

**Diane Bertrand** has transferred from the Public Service Commission to the Personnel Operations Division of DGHR as Personnel Advisor for ADMSR.

**Janice Lang** has joined the Administrative and Technical Services Branch at CRC as Photographic Technician.

**Jim Giovannitti** was appointed to the position of Project Manager – Major Projects in the Plant Engineering Services Division of DGAT at CRC.

**Martine Bégin and Louise Stewart** were appointed Accounts Payable clerks in the Financial Policy, Systems and Accounting Division of DGFM.

**Ed Joly** was appointed to the position of Chief, Systems Design

in the Communications and Computer Security Services Section of DSCS.

**Jeannette Sabourin** was appointed to the position of Junior Classification Officer in the Personnel Operations Division of DGHR.

**Hélène Godreau** has transferred from the Public Service Commission to the Human Resources Planning and Development Division of DGHR as Assistant, Human Resources Planning.

**Dorothy Franklin** has accepted a one-year secondment from the National Archives of Canada to the Financial Services – Minister's Portfolio Division of DGFM as Senior Financial Analyst.

**Nadine Pin** was appointed to the position of Financial Clerk in the Financial Planning and Resource Utilization Division of DGFM.

## ADMTR

**Siegrid Bernhoff** has been appointed on an indeterminate basis to the position of Photolithography Technologist in the Advanced Devices and Reliability Division of DGCD.

**John Low** has joined the Department as Engineer, Dynamics Lab, in the Space Mechanics Division of the Canadian Space Agency.

**Nicole Cyr** has been appointed to the position of Secretary to the Manager, National Systems, in the Telecommunications Systems Management Division of DGGT.

**Judith David** has accepted a one-year secondment from the Minister's Office to the Senior Executive Network Project Office as Office Manager.

**Darin Graham**, previously with the private sector, was appointed to the position of Engineer, Satellite Dynamics, in the Space Mechanics Division of the Canadian Space Agency.

**Donald Haines** has been appointed on an indeterminate basis to the position of Technologist in the Radio Communications Technologies Division of DGRC.

**Norm Young**, formerly with the Department of National Defence, was appointed as Engineer, Communications Networks, in the Radio Communications Technologies Division of DGRC.

**Jacques Francoeur**, previously with Alcan International Ltd., has been appointed to the position of Research Engineer in the Canadian Space Agency.

**Irena Streibl** was appointed to the position of Industrial Development Engineer/Satellite Communications in the Technology and Economic Programs Division of DGCP.

**Carolyn Tremblay**, previously Pay Clerk in the Staff Relations and Compensation Division of DGHR, has transferred to the ADMTR's Office as Correspondence/Administration Clerk.

**Kathleen Anne Soucy** has been appointed to the position of Planning and Liaison Officer in the Management and Plans Division (DMG).

**Sharon Howell** has been appointed to the position of Sub-Unit Supervisor in the Finance and Administration Division of DGGT.

**Jacqueline Lafleur**, Administrative Assistant in the Radio Communications Technologies Division of DGRC, has left the Department to pursue other interests.

## SMAQ

**André Martin**, formerly with the provincial government, has joined the Regional Office as Industrial Development Officer.

**Hélène St-Jean**, Pay and Benefits Clerk in the Regional Office, has transferred to the Canadian Space Agency.

**Douglas Larivière**, formerly with the private sector, has joined the Val d'Or Auxiliary Office as Radio Inspector-in-training.

**Marcel Drouin** has been promoted to the position of Director, Advanced Technologies, in DGRI (Laval).

**Michel Lacasse** has transferred from Correctional Services Canada to the Regional Office, Personnel, as Pay and Benefits Clerk.

## ADMSR

**David Skorey**, Clerk in the Certification and Engineering Bureau, has transferred to Energy, Mines and Resources.

**Nicole Bédard** was appointed to the position of Administrative Officer in the EMC Analysis and Consultation Division of DGEP.

**Suzanne Lambert** was promoted to the position of Engineer, Interference Standards and Requirements in the EMC Analysis and Consultation Division of DGEP.

**David Jardine** has been appointed on an indeterminate basis to the position of Manager, Terminal Attachment Program, in DGEP.

**Steve McNeil** was promoted from within the Spectrum Engineering Division of DGEP to the position of Junior Spectrum Engineer.

**Linda Bennett** was appointed to the position of Administrative Assistant, Space Services, in the Spectrum Management Operations Directorate of DGRR.

## Pacific Region

**Barry Spillman**, Communications and Culture Officer in the Regional Office, has transferred to the Canada Employment and Immigration Commission.

**Wilma Lorimer** was promoted from within the Government Telecommunications Agency to the position of Analyst, Client Services.

**Carey Tokiwa**, Computer Programmer in the Engineering and EDP Division of the Regional Office has transferred to Public Works Canada.

## Central Region

**Nathalie Lavoie** has transferred from the Commissioner of Official Languages to the Edmonton District Office as Receptionist and Administration Clerk.

**Rose Marie Derasp** has transferred from Health and Welfare Canada to the Edmonton District Office as Spectrum Control Clerk.

**Kevin Paterson** has been promoted to the position of Deputy Director General. He was previously Regional Manager, Authorization.

**Marla Gerson** has transferred from the Immigration and Refugee Board to the Calgary District Office as Receptionist and Administration Clerk.

**Ray Flatt** has transferred from the Edmonton District Office to the Edmonton GTA Office as Telecommunications Manager, Alberta.

**Dawna Csatari** was promoted to the position of Human Resources Manager within the Regional Office.

**Shannon Soderquist**, Senior Office Clerk in the Grande Prairie District Office, has resigned to pursue other interests.

See page 8: People

## Retirements

**Edna McLean**, Senior Office Clerk in the Regina District Office, has retired after 16 years of service.

**Adrien Bernier**, Senior Telecommunications Engineering Consultant, Telecommunications Systems Management, DGGT, has retired after 8 years of service.

**Armand Levac** of the CRC Guard Desk, Security and Communications Support Services, has retired after 13 years of service.

**Emery Hotte** of the CRC Guard Desk, Security and Communications Support Services, has retired after 44 years of service.

**John Storey**, Senior Researcher with the Broadcast Systems Research Group in the Systems and Network Research Division of DGBT at CRC has retired after 32 years of public service.

**Don Dingle**, Engineer, Emergency Telecommunications Section, DGRR has retired after 40 years of public service.



## Ont pris leur retraite

**Edna McLean**, commis supérieur au bureau de district de Régina, a pris sa retraite après 16 années de service.

**Adrien Bernier**, ingénieur conseil principal des systèmes à la Division de la gestion des systèmes de télécommunications de la DGGT, a pris sa retraite après 8 années de service.

**John Storey**, chercheur principal au Groupe de recherche sur les systèmes de radiodiffusion à la Division de recherche des systèmes et réseaux de la DGBT, au CRC prend sa retraite après 32 années à la Fonction publique.

**Philip Ward**, Directeur, Information and Extension Services, Canadian Conservation Institute (right), has retired after 15 years of service. He is presented with his retirement certificate by Charles McGee, Executive Director, Museum and Heritage Policy and Programs Branch.

**Philip Ward**, directeur des Services d'information et de diffusion externe de l'Institut canadien de conservation (à droite) a pris sa retraite après 15 années de service. Charles McGee, directeur exécutif, Politique et programmes des musées et du patrimoine, lui remet son certificat de retraite.

**Armand Levac** du poste de garde du CRC, Services de sécurité et de soutien des communications, a pris sa retraite après 13 années de service.

**Don Dingle**, ingénieur des télécommunications d'urgence à la DGRR, prend sa retraite après 32 années à la Fonction publique.

**Emery Hotte**, du poste de garde du CRC, Services de sécurité et de soutien des communications, a pris sa retraite après 44 années de service.



**Bill Egan**, Manager, Emergency Telecommunications Planning in the Regulatory Policy and Planning Division of DGRR (right), receives his retirement certificate from Rob Gordon, Assistant Deputy Minister, Spectrum Management and Regional Operations. He also received a medallion marking 46 years of public service.

**Bill Egan**, gestionnaire, planification de télécommunications d'urgence à la Division de la planification et des politiques de réglementation de la DGRR (à droite) reçoit son certificat de retraite de Rob Gordon, sous-ministre adjoint, Gestion du spectre et opérations régionales. Il a aussi reçu une médaille en hommage à ses 46 ans au sein de la Fonction publique.



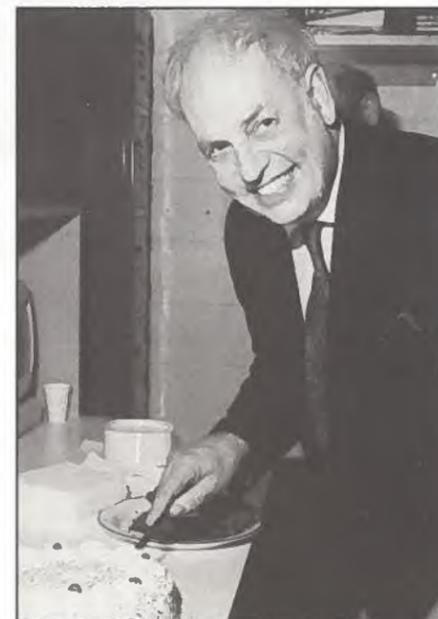
**Garry Payne**, Supervisor, Stores, Administrative and Technical Services at CRC, is presented with his retirement certificate by Glen McLeod, Chief, Materiel Management Service, Administrative and Technical Services at CRC.

**Garry Payne**, superviseur des magasins aux Services administratifs et techniques du CRC, reçoit son certificat de retraite de Glen McLeod, chef des services de la gestion du matériel aux Services administratifs et techniques du CRC.



**Ernie Defalco**, Tool Crib Supervisor, David Florida Laboratory (DFL), has retired after 15 years of service. He was presented with this T-shirt and other gifts by Duncan Adams, Acting Operations Manager at DFL.

**Ernie Defalco**, surveillant de l'outillage au laboratoire David Florida (DFL), prend sa retraite après 15 années de service. Il a reçu son T-shirt et d'autres cadeaux lors d'une réception en son honneur. On aperçoit, en compagnie de Defalco, Duncan Adams, gestionnaire intérimaire des opérations du DFL.



**Kenneth Gustafson**, Technologist in the Optical Communications and Electrophonic Technologies Division of DGCD at CRC has retired after 35 years of public service.

**Kenneth Gustafson**, technologue à la Division des technologies des communications optiques et de la photonique de la DGCD, au CRC, prend sa retraite après 35 années de service.

## Long Service Awards

### 25 years

**Tom Ruddy**, Auditor, Internal Audit Division, SADM, received an award for 25 years of public service.

**Larry Ormsbee**, Chief, Security and Safety Operations, Security and Communications Support Services (DSCS), recently received a 25-year service plaque.

A 25-year long service award was also presented to **Hans Treffers**, Acting Director, Engineering and EDP, Vancouver Regional Office.

A 25-year long service award was presented to **Robert Breithaupt**, Director General, Communications and Technologies Research, ADMTR.

### 35 years

**Pat Murphy**, Officer, Site Security and Safety, Security and Communications Support Services (CRC), was recently presented with a 35-year long service medallion.

**Keith Graham**, Superintendent, Client Services, Vancouver GTA Office, received a 35-year long service medallion.

**Jack Keddie**, Fire Prevention Officer, Security and Communications Support Services (CRC), recently received a medallion for 35 years of public service.

## Longs états de service

### 25 ans

**Tom Ruddy**, vérificateur à la Division de la vérification interne du secteur SADM a reçu une prime pour souligner ses 25 années de service au sein de la Fonction publique.

**Robert Breithaupt**, directeur général de la recherche sur les technologies de communications à l'ADMTR a reçu une prime pour souligner ses 25 années de service.

### 35 ans

**Pat Murphy**, agent de sécurité du travail et des installations aux Services de sécurité et de soutien des communications (CRC), s'est vu remettre récemment une médaille pour 35 années de service.

**Keith Graham**, surintendant des services aux clients du Bureau de l'AGT à Vancouver, admire la mé-

une prime pour 25 années de service a aussi été remise à **Hans Treffers**, directeur intérimaire des Services techniques et informatiques de la région du Pacifique.

**Larry Ormsbee**, chef des opérations de sécurité aux Services de sécurité de soutien des communications (DSCS) a reçu récemment une plaque en reconnaissance de ses 25 années de service.

daille reçue en reconnaissance de ses 35 années de service.

**Jack Keddie**, agent de prévention des incendies aux Services de sécurité et de soutien des communications (CRC), a récemment reçu une médaille pour 35 années de service au sein de la Fonction publique.



Employees involved in organizing activities for the Department's 20th Anniversary celebrations were presented with the Deputy Minister Group Achievement Award. Back row (from left to right) are: Michael Holmes, Carla Curran, Ron Smith, Joe McKinnon, Glen McLeod, Micheline Ouellette-Rogers, Michel Gervais, Philip Kinsman and Gisèle St-Amand. Front row (from left to right) are: Josée Miville-Dechêne, Judith Froome, Elizabeth Gilmour, Marie-Christine Dufour, Marie Lussier, Alain Gourd, Don Stephenson, Suzanne Rochette, May Morpaw, Jean-Paul Hamelin and Lisette Thibault. Missing: Cheryl Smith, Anne Séguin, Lynn Morris and Gérard Desroches.

Les employés qui ont participé à l'organisation des activités marquant le 20<sup>e</sup> anniversaire du Ministère ont reçu la prime du sous-ministre pour réalisation collective. Dernière rangée (de gauche à droite) : Michael Holmes, Carla Curran, Ron Smith, Joe McKinnon, Glen McLeod, Micheline Ouellette-Rogers, Michel Gervais, Philip Kinsman et Gisèle St-Amand. Première rangée : Josée Miville-Dechêne, Judith Froome, Elizabeth Gilmour, Marie-Christine Dufour, Marie Lussier, Alain Gourd, Don Stephenson, Suzanne Rochette, May Morpaw, Jean-Paul Hamelin et Lisette Thibault. N'apparaissent pas sur la photo : Cheryl Smith, Anne Séguin, Lynn Morris et Gérard Desroches.



Department employees who made a special contribution to the Vision 2000 project also received the Deputy Minister Group Achievement Award. From left to right are: Darryl Perry, Dan Byron, Murray Hunt, Micheline Ouellette-Rogers, Louise Campbell, Richard Bourassa, Terry Kerr, Jeannot Boisclair, Sandi McDonald, John Gilbert, David Black, John Lodge, Alain Gourd, Paul Racine, David Mulcaster, Susan Baldwin, Bob Breithaupt, Elizabeth Bala, Michel Gigault, Lorraine Moore, Jocelyne Seed, Hélène Gravelle and Winnie Pietrykowski. Missing: Luc Fournier, Robert Huck, Michael Palfreyman and William Sawchuck.

Les employés du Ministère qui ont apporté une contribution particulière au projet Vision 2000 ont aussi reçu la prime du sous-ministre pour réalisation collective. De gauche à droite : Darryl Perry, Dan Byron, Murray Hunt, Micheline Ouellette-Rogers, Louise Campbell, Richard Bourassa, Terry Kerr, Jeannot Boisclair, Sandi McDonald, John Gilbert, David Black, John Lodge, Alain Gourd, Paul Racine, David Mulcaster, Susan Baldwin, Bob Breithaupt, Elizabeth Bala, Michel Gigault, Lorraine Moore, Jocelyne Seed, Hélène Gravelle et Winnie Pietrykowski. N'apparaissent pas sur la photo : Luc Fournier, Robert Huck, Michael Palfreyman et William Sawchuck.



The Deputy Minister Group Achievement Award was presented to the Global Overview project team. Back row (from left to right) are: Nicole Séguin, Alain-Bernard Marchand, Patrick Borbey, Attilio Barcados, Yves Théorêt, and Susan Baldwin. Front row: Jill Sinclair, Manon Pelletier, May Morpaw, Alain Gourd, Marie-Josée Lévesque, Alain Desfossés, Lorna Higdon, and David Waung. Missing: Adam Ostry, Jean-Pierre Couillard and Patrick Hollier.

La prime du sous-ministre pour réalisation collective a été décernée aux membres du projet Vue d'Ensemble. Dernière rangée (de gauche à droite) : Nicole Séguin, Alain-Bernard Marchand, Patrick Borbey, Attilio Barcados, Yves Théorêt, et Susan Baldwin. Première rangée : Jill Sinclair, Manon Pelletier, May Morpaw, Alain Gourd, Marie-Josée Lévesque, Alain Desfossés, Lorna Higdon, et David Waung. N'apparaissent pas sur la photo : Adam Ostry, Jean-Pierre Couillard et Patrick Hollier.



The team who worked on the Human Resources Management Function Evaluation Survey received the Deputy Minister Group Achievement Award. From left to right are: Alain Gourd, Marie-Claire Lapointe, Benoît Gauthier and Shelley Borys.

L'équipe qui a réalisé le sondage sur l'évaluation de la fonction gestion des ressources humaines a aussi reçu la prime du sous-ministre pour réalisation collective. De gauche à droite : Alain Gourd, Marie-Claire Lapointe, Benoît Gauthier et Shelley Borys.

## People continues from page 7

**Christine McIlveen**, Supervisor, Support Services, in the Edmonton District Office has transferred to Agriculture Canada.

### Ontario Region

**Jeff Reid**, Radio Inspector-in-training in the Toronto District Office, has transferred to Consumer and Corporate Affairs in Dartmouth, Nova Scotia.

**Mitch St. Jacques** was promoted from within the Regional Office to the position of Manager, Telecommunications and Technology, in the Communications and Culture Division.

**Sheri O'Brian** was appointed on an indeterminate basis to the position of District Office Clerk in the Belleville District Office.

**Catherine Hurley** was promoted from within the Communications and Culture Division of the Regional Office to the position of

Manager, Cultural Affairs and Broadcasting.

**Sandra Packham**, previously with Transport Canada, was appointed to the position of Radio Inspector-in-training in the Toronto District Office.

**Janice Stavert** has transferred from Employment and Immigration Canada to the Regional Office as a Telecommunications Analyst in the Government Telecommunications Division.

### Atlantic Region

**Claudette Drisdelle** has transferred from the GTA Office in Halifax to the GTA Office in Moncton as Operations Officer.

**Nicole Monette** was promoted to the position of Operations Officer in the GTA Office in Halifax. She was previously Administrative Assistant in the Halifax District Office.

## Qui fait quoi suite de la page 7

**Kevin Paterson** a été promu au poste de sous-directeur général. Il était auparavant gestionnaire régional, autorisation.

**Marla Gerson** a été mutée de la Commission de l'immigration et du statut de réfugié au bureau de district de Calgary, où elle occupe le poste de réceptionniste et de commis à l'administration.

**Ray Flatt** a été muté du bureau de district d'Edmonton au bureau de l'ATG d'Edmonton, où il occupe le poste de gestionnaire des télécommunications pour l'Alberta.

**Dawna Csatari** a été promue au poste de gestionnaire des ressources humaines au sein du bureau régional.

**Shannon Soderquist**, commis supérieur au bureau de district de Grande Prairie a démissionné pour poursuivre une autre carrière.

**Christine McIlveen**, superviseure des services de soutien au bureau de district d'Edmonton, a été mutée à Agriculture Canada.

### Région de l'Ontario

**Jeff Reid**, inspecteur radio stagiaire au bureau de district de Toronto, a été muté à Consommation et Corporations Canada à Dartmouth (Nouvelle-Écosse).

**Mitch St. Jacques** a été promu au sein du bureau régional au poste de gestionnaire des télécommunications et de la technologie à la Division des communications et de la culture.

**Sheri O'Brian** a été nommée pour une période indéterminée au poste de commis du bureau de district de Belleville.

**Catherine Hurley** a été promue au sein de la Division des communications et de la culture du bureau régional au poste de gestionnaire, Affaires culturelles et radiodiffusion.

**Sandra Packham**, auparavant à l'emploi de Transports Canada, a été nommée au poste d'inspectrice radio stagiaire au bureau de district de Toronto.

**Janice Stavert** a été mutée d'Emploi et Immigration Canada au bureau régional où elle occupe le poste d'analyste en télécommunications à la Division des télécommunications gouvernementales.

### Région de l'Atlantique

**Claudette Drisdelle** a été mutée du bureau de l'ATG à Halifax au bureau de l'ATG à Moncton, où elle occupe le poste d'agente des opérations.

**Nicole Monette** a été promue au poste d'agente des opérations au bureau de l'ATG à Halifax. Elle était auparavant adjointe administrative au bureau de district de Halifax.