



The Deputy Minister discusses new strategies
page 4



It's a deal!
page 6



Retirements and Group Achievement Awards
page 8

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Canada



Reassessment of spectrum policy under way

by James Greer

Rapid changes in radio technology and service needs are behind the first major reassessment of radio spectrum policy at Communications Canada since the Department was formed in 1969.

The Communications Policy Sector (ADMCP) initiated public consultation on a new policy for radio spectrum allocation earlier this fall, when it published the discussion paper *Toward a Spectrum Policy Framework for the Twenty-First Century*. Employees from SADM and ADMRS and a departmental steering committee all contributed to the discussion paper.

Canadian resource, and a limited one at that, and we need to know what changes should be made in how we allot it to various radio applications."

Spectrum use is growing rapidly and even greater growth is expected. The number of radio licences has doubled over the past decade, and demand for services such as paging, mobile radios, cellular and cordless telephones is forecast to grow by more than 10 to 20 per cent each year. In the Toronto area, there are no more frequencies available in the FM band. "With all this growth, the Department needs to ensure the development of priorities and procedures for meeting the demand," says Melnyk.

"It's not only the question of spectrum fill-up," adds Melnyk. "The technology is changing; we're getting more requests for information about products and standards from international manufacturers; there is pressure to displace existing services."

Other issues being considered are spectrum conservation and system efficiency; revenues for spectrum use; the potential for allocating spectrum by lottery or auction; and research and development.

The Department has set a deadline of January 6, 1991 for public response to the paper. A proposal for the new policy will then be developed, followed by another discussion paper and a further round of public consultation. The policy should be completed by late 1991 or early 1992.

"...issues being considered are spectrum conservation and system efficiency; revenues for spectrum use the potential for allocating spectrum by lottery or auction."

"The paper asks questions about current spectrum allocation and policies and how Communications Canada should adapt and be responsive to ever increasing demands placed on it," says Max Melnyk, Chief, Broadcast Services, Spectrum and Orbit Policy Directorate. "We're treating the spectrum as a crucial



Minister Marcel Masse and David Mulcaster, Director General, Communications Development and Planning (second from left), meet with delegates at the opening of Inter Comm 90.

Inter Comm 90 benefits Canadian industry

by Stephen Rouse

Small Canadian companies may benefit most from Inter Comm 90, an international telecommunications conference held in Vancouver October 23-26, says Lucien Villeneuve, Director of the Department's Bilateral Communications division.

"Telecommunications is one area where Canada is truly an international player, but having a conference of this size in our country gives exposure to many small companies that may not often participate in such conferences," says Villeneuve.

More than 5,000 people attended the conference, which was the first of its kind in Canada and featured a congress and a trade show. Canadian firms accounted for more than half of

the 160 exhibitors, showcasing the latest advances in fibre optics, satellites, and cellular-transmission systems.

Terry Daniels, owner of Daniels Electronics Ltd., a small Victoria firm specializing in telecommunications, says the trade show allowed his company to exhibit technology to a delegation from South America — an opportunity he would not get otherwise.

"The other big trade show is in Geneva, and is getting so expensive that many small- and medium-sized companies in Canada and other countries simply can't get there," says Linda Johnston, Director, Communications and Culture, in the Vancouver regional office.

Inter Comm 90 was set up by the B.C. provincial government, private industry and federal

government departments. Communications Canada, External Affairs and International Trade Canada, and Industry, Science and Technology Canada had a federal government booth at the trade show, where foreign delegations were introduced to Canadian companies.

The congress, which ran in conjunction with the trade show, attracted 700 senior delegates from the private and public sectors of many countries. Delegates heard 130 experts address issues such as international information networks, financing and regulation, trade, and the social implications of advanced technology.

Organizers are encouraged by the success of Inter Comm 90, and are considering holding similar conferences in Canada in the future.

Kozar: Promoting regional interests



Wally Kozar

This is the first in a series of articles about recently appointed senior managers. We're catching up in the first article, which features Wally Kozar, Executive Director, Pacific Region, who's been on the job nearly a year.

Wally Kozar, Executive Director, Pacific Region, compares his responsibilities to those of the chief executive officer heading a subsidiary of a large corporation.

"The executive director should provide the necessary leadership within the region for the timely delivery of programs to our clients and customers" says Kozar. "As well, he needs to ensure that the regional issues and concerns are brought to Ottawa's

attention and then fight like hell to make sure they take those variations into consideration when policy and programs are developed."

"The executive director must also work towards maintaining high morale among the staff. Management must make sure that the career opportunities, career development, and personal development are available to the employees."

See page 2: Kozar

Worried about your work environment?

If the work environment is one of your concerns, you will be glad to know that Public Works Canada and Communications Canada also have a keen interest in this issue.

For example, Jocelyne Picot, Director of Organizational Research for CWARC (Canadian Workplace Automation Research Centre), recently chaired a task force on office technology, one of five thematic consultation groups set up by Public Works Canada's Accommodation Business directorate.

In fact, Picot received an Award of Excellence for her work on the task force.

The other four groups explored office quality standards, office standards, strategic management of installations, and real estate services.

The task force on office technology evaluated the direction

See page 2: Environment



Recycled Paper

Farcus



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I'm sure the elevators will be fixed soon.

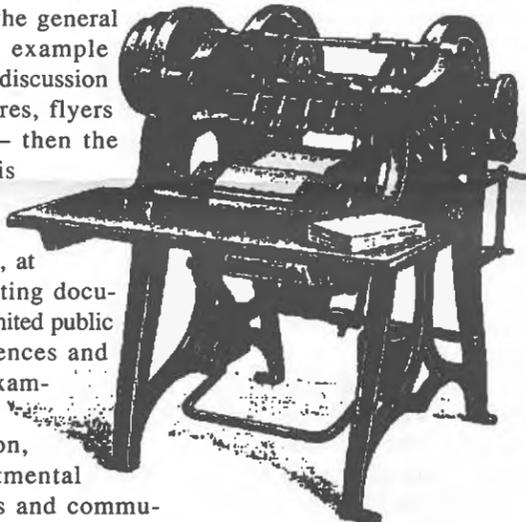
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nigrams, is handled through Nicole Quesnel, Publications Manager, DGAT. For more information, please call her at 990-4579.



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Correspondence should be addressed to:
Communications Express
Department of Communications
19th Floor, Journal Tower North
300 Slater St.
Ottawa, Ontario
K1A 0C8

Amy Heron: Editor
Waisglass Communication Services Ltd.
Telephone: (613) 235-5944, Fax: (613) 230-3873

Production Staff: Michael Holmes, Josée Miville-Dechêne, and Jim Todd, DGIS; John Brebner, DGAT; Patricia Jatton, DGHR; Nora Brown, Jim Greer, Zoë Mercer, Stephen Rouse, Jan Soetermans, Michel Vachon and Beth Thompson, Waisglass Communication Services Ltd.

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Kozar continues from page 1

Kozar joined the National Museums of Canada (NMC) in 1977, as Assistant Director of Operations and Research for the former Museum of Man. He eventually reached the position of Assistant Secretary General, presiding over the devolution of NMC. He transferred to Communications Canada in January 1990, as Director General, Pacific Region.

"...policy and program development has become a co-operative process with Ottawa and many decisions will be made in the regions"

Before July, all regional directors general reported to the Assistant Deputy Minister, Spectrum Management and

Environment continues from page 1

of and opportunities offered by technological change, identified options, and recommended a strategy to respond to tenants' needs in the coming years.

Communications Canada submitted its report to Public Works at the end of September. The report offered some 30 recommendations in various areas, including new developments in office hardware and software, rapid change in networking technology, standardization needs, information management, organizational impacts, and training.

The report was discussed with a number of tenants, with a view to allocating responsibilities among the various depart-

Regional Operations (the position no longer exists). After the departmental reorganization, executive directors, as they are now called, report directly to the Deputy Minister. This change, according to Kozar, greatly affects how the regions are run.

"We now carry the full responsibility for the Department in our respective areas," says Kozar. "And we will now be accountable for the delivery of the goods, the product of the Department, in our regions."

"Previously, most of the decisions were made in Ottawa. The regional role was consigned to information provision and program delivery. Now, policy and program development has become a co-operative process with Ottawa and many program delivery decisions will be made in the regions," he says.

"This change means more accountability for the region as a whole," continues Kozar. "We can't go looking for a culprit in Ottawa when we goof in the future. The culprit will be right here in this office."

The significance of these changes has wider implication for Kozar than merely shifting the lines of accountability. "We are moving away from a project-oriented style of doing business towards a program-management style, especially in spectrum management.

"We are moving away from a project-oriented style of doing business towards a program-management style."

"We're getting into systems licensing and dealing with amateur radio operators in a new way," he adds. "We're now consulting with clients about changes in spectrum policy for the year 2000. It's going to be a different ball game than we were in previously."



Jocelyne Picot, Director of Organizational Research for CWARC, and the other members of the task force on office technology, received Awards of Excellence from Public Works Canada for their contributions to the task force.

ments and Public Works Canada regarding the major areas identified in the study.

To obtain a copy or more information about the report, contact CWARC in Laval.

Letters to the editor

On behalf of the Parents Committee, I am responding to a letter to the editor in *Communications Express* (September 1990), by C. Stevens, Pacific Region. I wish to address comments made regarding daycare for employees in the National Capital Region.

Generally, we have been delighted with the response to the daycare survey and the degree of interest shown. We considered at the outset surveying the regions, but after consultation with the regional offices, it was agreed that the population was too small to establish a daycare. However, if the interest is there, the regional offices could explore joining forces with other federal departments and agencies to study the issue further.

We would be happy to participate in this exercise and make the survey materials available. Results of the survey and discussion of the steps will con-

tinue to appear in upcoming issues of *Communications Express*. For more information, feel free to call me at (613) 990-4553.

Anne Marie Giannetti
Director, Human Resources
Planning and Development

I am writing to convey my displeasure with the article entitled "*La radiographie accélère l'analyse des tableaux à l'ICC*" (published in *Communications Express*, volume 8, number 3, page 3).

In translating the article from English to French, a number of significant errors were introduced. The article was not about *la radiographie*, but about *la diffraction des rayons X*, a technique that is completely different from radiography. Radiography is a non-destructive technique that produces an image of a painting on film, the image is

determined by the pigments used in the painting. By contrast, *la diffraction des rayons X* is a way of determining the chemical composition of the pigments present in a sample taken from the painting (and is therefore a destructive procedure). The only thing the two procedures have in common is the use of x-rays! It is therefore ridiculous to say that *la radiographie* speeds up the analysis of paintings at CCI or to use the phrase *générateur radiologique*.

I recognize that *Communications Express* is not a scientific journal, but if you are going to publish articles on scientific subjects, please make sure you know what you're talking about.

Marie-Claude Corbeil
Conservation Scientist
Analytical Research Services
Canadian Conservation
Institute

Saskatchewan museums join CHIN

by Stephen Rouse

A provincial computer network linking a group of Saskatchewan museums to a provincial database as well as the Canadian Heritage Information Network (CHIN) is the first of its kind in Canada.

The Saskatchewan Heritage Information Network (SHIN) will allow participating museums to inventory, document and manage their collections at their site using computer technology. The network, launched October 1, is a co-operative effort of CHIN, the Museums Association of Saskatchewan (MAS) and the Saskatchewan Ministry of Culture, Multiculturalism and Recreation.

“This especially benefits small museums, allowing them to draw on considerable collections information to conduct more extensive research and expand exhibits.”

More than 100 Canadian museums now use CHIN's national network to document Canada's heritage, communicate with each other and work towards common museum standards. “Realistically, CHIN can only work with a limited number of museums and must find partners such as MAS in order to expand network benefits to all museums,” says Jim Fox, Project Leader, Systems Development at CHIN.

Over the next two years, 30 museums in Saskatchewan will be

linked by microcomputer to the SHIN central database in Regina, which is administered by MAS. This lets CHIN deal with a single organization while reaching a maximum number of museums, says Fox.

The data collection is three-tiered, says Fox, with each museum having a local database forwarding part of that information to a provincial database, which in turn transfers records to the national databases. Standardized structure and terminology used throughout the process will ensure better documentation and facilitate research.

Saskatchewan museums will now have access to the collections of museums in other provinces, says Fox. This especially benefits small museums, allowing them to draw on considerable collections information to conduct more extensive research and expand exhibits, and to communicate with the broad museum community. Peter Homulos, Director General of CHIN, says he believes the network will “equalize access to information for all museums”.

Fox says the museum data collection standards CHIN has developed over the past decade are an important part of SHIN's program. “Using these standards, a museum is able to consistently record attributes such as colour, size and age for each of the objects or specimens in its collection,” he says.

CHIN has had a pilot project — Project Trillium — for provincial networking with the Ontario Museum Association for the last couple of years and is actively discussing network possibilities with Quebec and British Columbia. Other provinces have also expressed an interest in the regional network.



A delegation of marathoners from the headquarters' fitness program took part in the 15th annual Marine Corps Marathon held November 4 in Washington D.C. The group, which trains at lunchtime and on weekends, placed third in the international team category. Left to right: Barb Brittain, Hélène Cholette-Lacasse, Norm Yanofsky, Gary Dubinsky, Don Tyrie, and Joy Harrison.

Spectrum reorganization fulfils departmental strategy

by Michel Vachon

Major changes were necessary to the Spectrum Management and Regional Operations sector to improve the overall structure of the Department, even though the sector had been functioning very efficiently before reorganization, says Nisar Ahmed, Director General, Engineering Programs.

The reorganization consolidated smaller changes that enabled the regions to offer a greater range of programs and services, says Ahmed. “Although people may be surprised that the change happened when it did, no one should be surprised that it did happen.”

The Spectrum Management and Regional Operations sector's activities were reoriented through the reorganization. The three engineering and technological branches of the previous ADMSR

sector— Broadcasting Regulation, Radio Regulation, and Engineering Programs — are now part of a new sector, Research and Spectrum. Regional directors general are now called executive directors and report directly to the Deputy Minister.

There is some concern about how employees managing the spectrum will adapt to the new structure, but Ahmed says he believes they are ready for the change. “The people in spectrum management have always adapted well to the many changes they have faced in the last 20 years. Only people who aren't ready to deal with new challenges are afraid of change.”

Dave Lyon, Director, Ontario Region, agrees. “What made the sector work in the past was teamwork, and as long as that is maintained, we will be okay,” he explains. Two central planning

committees, the Spectrum Management Operations Committee (SMOC) and the Spectrum Management Engineering Committee (SMEC), are essential to maintaining co-operation between the regions and headquarters, Lyon says.

“Those two committees and our internal communications (we have frequent teleconferences that permit our people to keep abreast of change) are essential to maintain our position as a organization. As long as the consultation and communication is maintained we can carry on under today's structure just as we did as a sector,” he adds.

The new organizational structure is also in line with the Department's policy of giving greater authority to line managers and front-line employees, says Lyon. “It may even speed the process of delegating authority.”

Regions and headquarters test new equipment

by Michel Vachon

Recent efforts to increase spectrum monitoring capabilities in regional and district office operations indicate that headquarters and the regions are working well together after the reorganization, says Paul Vaccani, Chair of the National Equipment Working Group.

In September, software and equipment developed across Canada were demonstrated to the National Equipment Working Group (NEWG), a subcommittee of the Spectrum Management Engineering Committee, and the Spectrum Management Control Committee. “These products will be used in pilot projects to determine the benefits of using auto-

mated tools in regional and district office operations, and are a good indication of what teamwork can do,” says Vaccani.

“The whole point of automation is to accomplish more within present limits,” says Art Solomon, Acting Manager, Ontario Region Spectrum Control. “Every year, urban populations get denser, interference problems get more complex, and district office spectrum management responsibilities include larger areas. We don't have a lot of money to throw at the problem, so we have to provide our staff with tools that will allow them to do more.”

“Many district offices are downtown, surrounded by high-rise buildings, which causes all

sorts of problems,” explains Solomon. “What we are looking for, ideally, is to have an automated spectrum monitoring system that can be remotely controlled; something you could locate on top of a hill outside of town or in another population centre nearby.”

“The whole point of automation is to accomplish more within present limits.”

As one of its initiatives in this area, the Ontario Region recently demonstrated its Integrated Remote Monitoring

Apparatus (IRMA), designed to alleviate problems caused by urban congestion and to increase the area that can be covered effectively by a district office.

IRMA will be used in a national field trial to determine the extent that this equipment solves district office congestion and coverage problems. The tests will help determine what modifications could be made to a second generation of IRMA. The field trial is part of an Engineering Programs Branch project to modernize the Spectrum Observation Centres associated with district offices.

In addition, the Automated Spectrum Management Systems Directorate has produced a computer program that graphi-

cally displays spectrum data. The software superimposes radio-frequency information from a database onto digital maps, says Vaccani. “It is a case where a picture really is worth a thousand words — a listing of a hundred pages of tables is much easier to understand when you can actually see what is happening.”

In the Quebec region, the Cabo-test system developed by the regional office allows inspectors to monitor cable signals more quickly and easily. It uses a spectrum analyzer and personal computer to perform all the steps in checking cable television systems. Cabo-test may become available commercially.

Gourd interview

The DM discusses new strategies

The annual strategic planning session is a time to review the performance of the Department, and to develop future priorities. Following this year's planning session in Chantecler, Quebec, Deputy Minister Alain Gourd talked to Josée Miville-Dechéne and Michael Holmes of Information Services about various issues in the Department.

In the following interview, Gourd discusses improved human resource management and internal communications as keys to meeting future challenges brought about by the reorganization and decentralization.



DGSP organized a series of workshops prior to this year's strategic planning session at Chantecler. Do you think this will improve the quality of strategic planning?

It will certainly improve and enhance strategic planning by getting more managers involved and encouraging their participation in the process. The Department has traditionally been good at strategic planning, so the main challenge was not so much to improve the content as to have the management team confirm it. I think we achieved this objective, and I thank the organizers for that.

Were you impressed by the quality of the information presented at the workshops?

I was impressed not only by the quality of the information, but also by the quality of the dialogue and by the frankness of the managers participating in both the workshops and the plenary sessions. And I was very pleased by the team spirit that came through in those meetings.

In other words, most of what was said coincided with the Department's objectives?

Yes, but there were some interesting new elements as well, especially concerning the approach, the process. Several speakers, for example, emphasized the need to incorporate the elements of our strategic plan in all corporate documents — from the multi-year operational plan to evaluations of senior management to the IMAA annual management report. It was gratifying to see that the managers of ADMCM had taken these recommendations into account in developing this year's multi-year operational plan. So the follow-up is already happening.

The Chantecler session seemed to focus more on internal management than on policies. Why was that?

This was a deliberate strategy, adopted after the workshops and the Rockland session. Most of the concerns raised at those sessions related to the management of human resources. Also, as far as policy is concerned, there was already broad consensus, a shared vision involving all sectors and set out in our action plan, Nation Building.

As a result, we thought most managers were onside with the recommended policy approach, but they were still not up to speed

on issues like decentralization, reorganization and Public Service 2000. That's why we put the emphasis on management at Chantecler, particularly human resource management. Of course, there are always two parts to strategic planning: first, you have to determine the Department's priorities, then you have to implement them. It's the managers who have to ensure that the Department has the necessary resources and that they're managed to achieve the objectives set with the Minister.

Could you elaborate on the concerns raised about human resource management?

Managers wanted more complete information about reorganization and what we were trying to accomplish. They also wanted senior management to be more visible, both in the regions and in Ottawa. Finally, they raised the issue of the quality of internal communication; again managers want information communicated better to employees down the line.

I don't think departmental managers are fundamentally dissatisfied with how we have managed. On the contrary, if I can comment without appearing too biased, I think people recognize that we have come a long way. They know about the mission; they are aware that in the past few years the Department has set its own vision. And they recognize that the strategy for human resource management has improved following Challenge for Change. They also know that the reorganization just completed is going to allow greater delegation of authority. But they want to make sure that our efforts don't stop there.

Why do you think there have been shortcomings in internal communication? Was it a lack of time? A lack of conviction?

Strategic planning workshops influence corporate policy

Contributions to departmental planning by Communications Canada employees during recent strategic planning workshops will help the Department reach its goals more efficiently, says David Waung, Acting Director, Strategic Policy Planning.

"What became clear during the sessions is that people care — they want to make things better," explains Waung. Tapping that enthusiasm will improve departmental efforts to implement policy, he adds.

Three of the four sessions held between June and September dealt with policy issues. The other focused on management strategy. Reports published for each workshop have been summarized in a document called "The Department of Communications in the

1990s: Challenges and Opportunities."

"The Deputy Minister has read all the reports and responded positively to the employee input," says Waung. It has already affected departmental policy, and will continue to improve corporate decision making, he adds.

"All the information we need to make good decisions is within our grasp — we have top experts in communications technology and policy here at Communications Canada, and good connections with experts outside the Department. The strategic planning workshops gave us the chance to share that information," explains Waung. "Decisions have to be made all the time, and managers often end up going on gut feeling. The more information we can share,

the better our collective decision making will get."

The management session brought to light many concerns employees have about the management style at the Department.

"Many of the comments employees made about over-management were audacious but true," says Gourd. "For example, employees expressed a concern that their writing was over-edited and said they should be able to sign their own correspondence more often than they can now. I was pleased to see that employees are as determined as I am to overcome problems that have arisen."

Waung says he is looking for ways to allow more regional involvement in future workshops. Another series is due to begin in February.



The size of the Department presents a major challenge. There are 2,500 people in the organization, and we deal with 12 cultural agencies and Telesat Canada, which add another 11,000 or 12,000. Internal communication becomes extremely complex under these conditions.

Let's not forget that — contrary to popular belief in the private sector — public servants, and particularly those in our Department, work very hard. But as the principles of Public Service 2000 take hold, and as managers delegate more authority, there will have to be a very different attitude to internal communication. You can't delegate decision-making authority without giving people all the information they need to make those decisions and do their jobs. If they're going to perform well, employees have to know what the government's priorities



are, what the Department's strategic goals are, and what direction has been established for their sector.

To take another perspective, delegation and accountability go together. When you delegate, you also have to close the loop by feeding back information on progress, results and problems to the higher levels in the organization so they can fulfil their responsibilities. If you look at it this way, internal communication is an essential management tool.

Can you specify some of the steps that will be taken to improve internal communication?

The guiding principle underlying our efforts will be to incorporate human resource and internal communication considerations in all our activities, whether it's planning, policy development, or internal management. As far as specific steps, you will see more frequent trips to the regions by assistant deputy ministers and the deputy minister. For example, I'll be in Montreal next Tuesday and in Toronto two

days later. The deputy minister's monthly lunches with employees in the various sectors will also continue. I've found them very productive. And of course, when we're talking about something as complex as internal communication, perseverance is one of the keys to success. As the saying goes, "practice makes perfect."

Reorganization and decentralization were also on the agenda at Chantecler. What stage have we reached with these initiatives, and what do they involve?

For my part, the reorganization is complete. We have achieved the objectives set when I was appointed to the Department. We could always have gotten there more quickly, but we decided to take it in stages. So over the next few months, the task will be to solidify the new structure, to get it ratified by Treasury Board, and to explain it fully to departmental employees, so that it becomes entrenched in everyone's day-to-day activities.

What do you see as the major accomplishments of the past year?

I believe that the fundamental achievement of the Department and of Mr. Masse has been to establish the prominence of cultural issues on the national agenda. This is evident in what we have accomplished with respect to issues such as museology, the status of the artist, the northern radio service, and the Cultural Industries Development Fund. Also, if we look back a bit

further, the Department's telecommunications activities have expanded from just three provinces in the early 1980s to the entire country now.

Our partnership efforts have also been a source of satisfaction, not only partnership with the private sector but also with our agencies, with other departments, and with provincial governments. Initiatives like Vision 2000, the Canada/New Brunswick cooperation agreement on the development of the cultural sector, and the Sound and Image Research Centre in British Columbia are just a few examples of the Department's joint projects in recent years.

What are the key objectives for the next few years?

Now it is time to consolidate the initiatives launched recently; doing so will require management attention to both human resource and policy issues. I believe, too, that we will have a significant role in the country's overall welfare, particularly when it comes to strengthening Canadian identity.



NOTEBOOK

Gourd gets top job at APEX

Alain Gourd, Deputy Minister, Communications Canada, has been elected President of the Association of Professional Executives of the Public Service of Canada (APEX).

Gourd, who replaces former Supply and Services Canada Deputy Minister Georgina Wyman, will serve as president for one year. He was elected at the September board meeting.

Gourd's duties as president include chairing both the APEX executive committee and board of directors, reviewing the organization's administration, and acting as host at APEX events.

Gourd was first elected to the APEX board of directors in May 1990. He has been Deputy Minister at Communications Canada since 1985.

Artifacts part of renovation project

Renovators at the Communications Research Centre will be using artifacts and displays in front lobbies to give the buildings a more personal touch.

"As we refurbish the public areas, we're going to make sure there are more displays and memorabilia that reflect our history," says Robert Kuley, Director, Advanced Devices Reliability.

One snag in the plan, says Kuley, is that the CRC has given away many of its valuable artifacts from a distinguished past reaching back 35 to 40 years. Scientists and researchers, have donated many historical pieces, such as engineering prototypes for early satellite receivers, to museums.

A CRC Facilities Development Committee, with members

from each research branch, has been struck to make recommendations about the future disposition or retention of artifacts. Unless the committee decides differently, says Kuley, artifacts are to remain departmental property.

Hansen visits to discuss congress on disabled

The Man in Motion rolled into Communications Canada headquarters in late September to promote Independence 92, an international congress on issues concerning people with disabilities, to be held in April 1992 in the Vancouver Trade and Convention Centre.

Rick Hansen, Chair of Independence 92, and Brad McCannell, Project Manager for the event, met with Michael Binder, Assistant Deputy Minister, Research and Spectrum, and Mary Frances Laughton, Manager, Information Resource Management.

The four discussed ways in which the Department could provide technical support for the congress, including real-time captioning, and regular and emergency communications facilities.

Also discussed was the possibility of the Department's contributing technical papers for the conference and participating in the federal government's display.

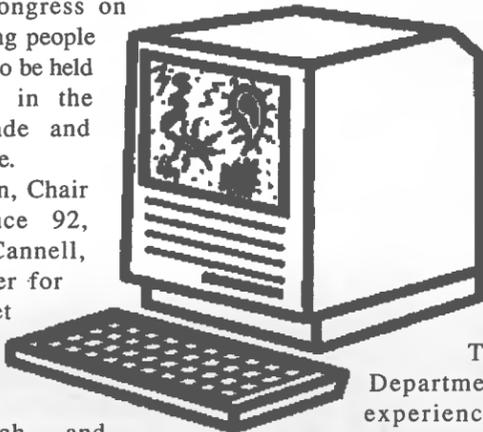
Hansen and McCannell visited several departments and other interested parties in Ottawa to promote the event.

Independence 92 is an international congress and exposition on disability issues, commemorating the end of the UN Decade of the Disabled.

Organizers expect 8,000 delegates will attend.

Stamping out computer viruses

The security branch may purchase computer security software for the entire Department to eradicate computer viruses, such as the one that temporarily disabled eight Communications Canada terminals in November, says Colin Taylor, Director, Security and Communications Support Services.



The Department experiences viruses from time to time and this strain is common, says Taylor. Known as the "stoned virus," it randomly freezes a computer screen and leaves a message saying "I'm stoned."

"It was limited to eight computers because it was stamped out quickly when it was found. The computers were all in one work area where people exchange a lot of diskettes for editing and printing," says Taylor.

The security branch is now negotiating a corporate licence so preventive software can be distributed throughout the Department. Until now, only certain computers had anti-virus protection. Taylor says employees confronted by viruses should contact the security branch immediately.

A step toward cost recovery at CWARC

In line with the government's emphasis on cost recovery, the Integrated Service of Information Resources (ISIR) of the Canadian Workplace Automation Research Centre (CWARC) is making its data banks available commercially to the public through a company called Services documentaires multimédia (SDM).

CWARC's databases and documentation will now be accessible not only from every CWARC work station but also at the Department's main library, and the library of the Communications Research Centre.

"The database, unique in Canada, includes 40,000 bibliographic entries on workplace automation."

Furthermore, CWARC recently concluded an agreement with SDM to extend this network across Canada, with the aim of reaching all clients potentially interested in ISIR's information resources.

SDM is North America's leading generator and distributor of French-language documentation databases. The company will distribute ISIR's information products through its informatics

system, which will be accessible by telephone in the Montreal region, through the DATAPAC network, through the iNet 2000 service, and on paper. Fees collected by SDM for these services will partially cover the cost of updating the databases.

Initiation of this service fulfils one of CWARC's principal reasons for setting up ISIR: to become a focal point for information exchange on workplace automation.

Since its establishment, ISIR has assembled a database, unique in Canada, that includes 40,000 bibliographic entries on workplace automation. It lists periodical articles, monographs, research reports, and audio-visual material and is unique for the number of subjects covered, the range of publications surveyed for information on workplace automation, and the fact it is updated daily.

Since creating and updating this database is costly, CWARC decided to make the product available commercially in order to offset costs and free funds for research and development.

For more information, contact Jacques Marcotte, Director of External Cooperation at CWARC in Laval, Quebec, or Marcel Simoneau, Manager of the Integrated Service of Information Resources, also at CWARC.

Conference to explore women's issues

Organizers of an upcoming departmental conference on women issues want to encourage participants at the one-day event to discuss career and work-related concerns.

"We want the conference to be a positive experience where participants will be encouraged to talk about solutions to the problems women face in today's work environment," says Louise Lappa, Co-ordinator, Employment Equity Program.

The conference will be held January 31 at the Conference Centre in Ottawa, and will consist of a morning information session and afternoon workshops.

"Improved training and career management programs are already in place to help employees in their jobs and professional development, says Lappa. "There are many programs offered in the Department that women don't know about. We want this conference to increase awareness of things already being done."

The conference will be opened by Barbara Bloor, the first female Assistant Deputy Minister at Communications Canada. "I feel that I have an important role to play in supporting women throughout the Department, and the best way is to spend a day talking with them and hearing their concerns first-hand," says Bloor, ADM Corporate Management.

"There are a variety of important topics to discuss, and I know a lot of employees feel strongly about these issues," says Anne Marie Giannetti, Director, Human Resources Planning and Development. She says representatives from the regional offices are being invited to the conference to share their views.

For more information on the conference, contact Louise Lappa at (613) 990-4546.



Christine Brousseau, a student in Algonquin College's WITT Program (Women in Technology and Trades) from the college's Woodroffe Campus in Nepean, Ont., with a printed circuit board holder she fabricated during a recent two-week practical session with Prototype Development Services at the Communications Research Centre.

Ideas Committee finds solutions for better service and worklife

by James Greer

There's a new twist in employee involvement in the Human Resources branch. It's called the Ideas Committee, a voluntary group with a mandate to improve the quality of working life in the branch.

"The committee was charged with the task of finding ways to streamline work flow, manage the branch better and provide better service to our customers."

"We're trying to develop more communication, more dialogue in the workplace," says Michèle Santerre-Hébert, Ideas Committee Chair. "This is not a social committee. It was set up originally by the Director General of Human Resources (Michel Séguin) to develop ideas for the branch's 1990 conference. After

the conference, the employees decided to keep it going."

"The branch had reached the point where we couldn't do more with less any more, we could only do less with less," says Séguin. "We had to come up with ways to work smarter, not harder. The committee was charged with the task of finding ways to streamline work flow, manage the branch better and provide better service to our customers."

"There are no senior managers and no directors sitting on the committee. But every other level of employee, including officer and supervisor, is represented. We get everyone involved," adds Séguin.

The committee currently has 10 members. Each member is responsible for a project designed to improve working conditions in the branch. Projects undertaken by the committee include running a survey on job satisfaction and updating and distributing the Department's organizational chart every two months within the branch.

"We don't allow mere complaining at the committee meetings," says Santerre-Hébert.

"We want solutions, not problems. If someone brings a problem to the committee, they had better have a solution for it. That's a condition and it's been like that from the start. That's also why people want to be on the committee; things get done."

"We want solutions, not problems. If someone brings a problem to the committee, they had better have a solution for it."

Santerre-Hébert says she believes every branch can benefit from having an Ideas Committee and all the committees should meet once a year. "It gives us a renewed sense of purpose. It's very, very interesting and you come to appreciate being a part of it. A lot of private industries use this technique to improve working conditions. Everyone, from the Director General down, believes in the committee very strongly."

Some of PS2000 now implemented, other recommendations under study

by James Greer

Communications Canada is acting on more than 80 recommendations which have been made to departments by the 10 PS2000 task forces.

Some of the recommendations have already been implemented and others are being studied. "We are developing an action plan for all the recommendations," says Raynald Turgeon, Visiting Director, Public Service 2000. "It will be sent to the Internal Communications Advisory Committee this month."

Among the recommendations under study are ones that encourage managers to offer feedback to candidates after staffing decisions, provide training to enable employ-

ees to take full advantage of their increased authority, and ensure that trainees gain experience delivering programs.

One major recommendation which has been implemented is a review of how authority is delegated and who is accountable for decisions within the Department. "If you can make a decision right away, you offer better service to your clients. You're in a better position than if you have to bring it to your manager, who brings it to his manager, who brings it to her manager to get a decision made," continues Turgeon.

Another recommendation from the task force on Work Force Adaptiveness encourages executive group members to change jobs within the same classification

level. Turgeon says the recommendation comes from the hard look the task force on Work Force Adaptiveness gave the state of the public service in the 90s. "There won't be as many promotions in the public service in the coming years," Turgeon says. "Different ways will have to be found to motivate executives. Deployment is one means. It's not a promotion but it is a way of keeping the executive challenged."

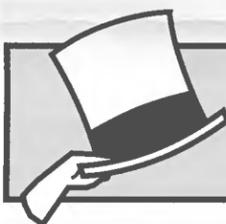
Perhaps the most important of the recommendations already implemented, according to Turgeon, is the one to improve the employee awards program. PS2000 encourages widespread use of awards to recognize and reward employees. The Employee Recognition Awards program began two years ago, the Directors General Awards one year ago and the Deputy Minister's Group Achievement Awards program six months ago.

"The operating principle behind the awards is recognition of achievement by the employee," says Turgeon. "Awards are incentives for good performers and show that we care for people who are assets to our organization. Managers are encouraged to use these programs."

Communications Canada anticipated another PS2000 recommendation, that each department should have a mission statement. "The Department recognized the importance of a mission statement long ago. The mission statement expresses our commitment to a future-oriented outlook aimed at helping Canadians share their visions and dreams," says Turgeon.



It's a deal! The highlight of the fifth regular Canada-Japan telecommunications consultations held in Tokyo, October 29 and 30, was the signing of an international value-added networks agreement. Signing the agreement, which will result in improved telecommunications services between the two countries, were Tetsuo Morimoto (left), Director General, Telecommunications Bureau, Japan's Ministry of Posts and Telecommunications, and Michael Binder (right), Assistant Deputy Minister Research and Spectrum. Other members of the Canadian delegation were David Mulcaster, Director General, Communications Development and Planning; Lucien Villeneuve, Director, Bilateral Telecommunications Planning and Development; Parke Davis, A/Director General, Telecommunications Policy; Michael Palfreyman, Director General, Communications Devices and Components Research; and Ken Yokoyama, A/Manager, North Asia, Technical Marketing International.



TIP OF THE HAT

The Department regularly receives letters complimenting employees on a job well done. "Tip of the Hat" features recent examples.

Charles McGee
Assistant Deputy Minister, Arts and Heritage
Department of Communications

Dear Mr. McGee:

Thank you very much for the videocassette describing the Canadian Conservation Institute (CCI). I enjoyed the program very much, and was highly impressed by the quality of the presentation. CCI's programs and functions were very clearly illustrated.

As you know, the Conservation Analytical Laboratory and CCI keep close collaborative ties, and I am fully aware of the high quality of the work done at that institution. I am sure that you are justly proud of CCI, and it is probably redundant to tell you about the excellent reputation that the Institute has in the conservation profession internationally. Nevertheless, I want to take this occasion to express my appreciation to the Government of Canada for creating and supporting CCI. This action has not only been of immeasurable benefit to the welfare of collections in Canada's national museums, but has resulted in many unique contributions to conservation worldwide.

I look forward to a continuation of a long-term collaboration between our laboratories, and once more congratulate you on this national resource.

Yours sincerely,

L. van Zelst
Director Conservation
Analytical Laboratory
Smithsonian Institution
Washington, D. C.

Farcus



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Our filing clerk quit in '78.

People and Places

(From September 1 to October 31)

Minister's Office

Terry Thompson has transferred from the Atlantic Regional Office to the Minister's Office as Secretary.

Lise Nadeau, Administrative Assistant in the Minister's Office has left the Department to pursue other interests.

Deputy Minister's Office

Aline Chevrier has been appointed to the position of Executive Assistant to the Deputy Minister.

SADM

Elisabeth Châtillon was promoted to the position of Special Advisor, International Relations in DGIR.

Vladimir Skok was promoted to the position of Chief, International Comparative Policy, in the Bilateral Telecommunications, Planning and Development Division of DGIR.

ADMCM

Patsy Khehar is back in the Personnel Operations Division of DGHR as Personnel Assistant for the ADMCP Sector.

Patricia Jatou was appointed to the position of Training Officer in the Human Resources Planning and Development Division of DGHR.

Doug MacDonald was appointed to the position of Account Certification Clerk in the Materiel Management Services Section of DCAT at CRC.

Guy Boisvenu was appointed to the position of Senior Financial Advisor in the Financial Planning and Resource Utilization Division of DGFDM.

Muguette Brady was appointed to the position of Acquisition Clerk in the Library and Information Retrieval Services of DGAT.

Donald Lavoie, Instrument Component Technician in DCAT at CRC, has transferred to the Department of National Defence.

Hélène Desjardins has joined the Staff Relations and Compensation Division of DGHR as Pay and Benefits Clerk.

Anne-Marie Smith is back in the Materiel Management Services Section of DCAT at CRC as Procurement Accounts Clerk.

Monique Rose-Gagnon, previously Secretary in DGIS, was appointed to the position of Administrative Assistant in DSCS.

Normande Morin, Procurement Officer in the Materiel Management and Contracting Services Division of DGAT, has left the Department to pursue other interests.

Rolf Gantner, formerly with DSS, was appointed to the position of Financial Analyst in the Financial Planning and Resource Utilization Division of DGFDM.

Guy Bédard, Human Resources Information Systems Coordinator in the Staff Relations and Compensation Division of DGHR, has left the Department to join Transport Canada.

ADMSR

Rose Arsenault, previously Clerk in the ADMSR's Office, has transferred to the Automated Applications Division of DGR as Office Clerk.

Erich Barker, previously with Industry, Science and Technology Canada, was appointed to the position of Research Program Analyst in the Research and Technology Policy Division of DGCP.

Roger Wainright has transferred from the Canadian Conservation Institute to the Technical Marketing International Division of DGCP as Manager, Technical Marketing.

Steward Crozier was appointed to the position of Research Scientist in the Satellite Communications Division of DGRC.

Lucie Lanthier has transferred within the Automated Applications Division of DGR to the position of Administrative Clerk.

Michel Girard is on secondment for 18 months from Environment Canada to the Senior Executive Network Office (MSEN) as Editor for the Electronic Journal.

Pascal Maigne, previously with the private sector, was appointed to the position of Research Scientist, Semiconductor Material, in the Advanced Devices and Reliability Division of DGCD.

ADMCP

Nicole Séguin was promoted to the position of Administrative Officer in the ADMCP's Office.

Richard Deegan is on secondment for one year from the CRT

to the Film, Video and Sound Recording Policy and Program Division of DGCI.

Marie-Claude Provost was appointed to the position of Word Processing Operator within DGTP.

Len St-Aubin was promoted within the Regulatory Policy and Extension of Services Division of DGBP to the position of Chief, Trends Analysis.

Nathalie McDonald was appointed to the position of Secretary to the Director General, New Media.

Colette Cardinal was appointed to the position of Secretary in the Broadcasting Policy - French Language Division of DGBP.

ADMAH

Jacqueline Gascon has transferred from DGIM to the Facilities and Collections Section of the Museum Assistance Program Division as Clerical Assistant.

Lise Legault was promoted to the position of Senior Analyst in the Arts Policy Division of DGAP.

Lucille Lafrance has transferred within the Museum Assistance Program Division to the position of Clerical Assistant.

Marie Couturier, Advisor, International Exhibitions, in the Museum Assistance Program Division has transferred to the Secretary of State.

SMAQ

Alain Jolicoeur has joined the Montreal District Office as Radio Inspector-in-training.

Monique Barrette has transferred from the Montreal District Office to the Regional Office as Authorization Clerk.

Jacinthe Marleau, Program Officer, Sound Recording Development Program in the Cultural Development Division of DGDR, has left the Department to join the private sector.

EDP-Pacific Region

Robert Bissell has transferred from the Toronto District Office to the Okanagan District Office as District Director.

Valerie Bowie was appointed on an indeterminate basis to the position of Administrative Assistant in the Kootenays District Office.

Marguerite Gobeil was appointed on an indeterminate basis to

the position of Public Affairs Officer in the Public Affairs Division of the Regional Office.

EDC-Central Region

Louise Dureault was promoted to the position of Human Resources Officer in the Personnel Division of the Regional Office.

Diane Pelletier was appointed to the position of Authorization Clerk in the Regina District Office.

Karl Nekrep, Regional Manager, Finance and Administration in the Communication and Culture Division of the Regional Office, has transferred to Public Works Canada.

Bill Balan, formerly with the Public Service Commission, was appointed to the position of Regional Director, Communications and Culture in the Regional Office.

Marlene Hatchard, previously Administration Clerk in the Edmonton District Office, has transferred to Agriculture Canada.

Karen Clarke has transferred from Transport Canada to the Grande Prairie District Office as District Office Clerk.

Chris De Haan was promoted to the position of Supervisor, Administrative Services, in the Manitoba District Office.

Marie Peterson, formerly Regional Office Clerk in the GTA Winnipeg Regional Office, has transferred to Customs and Excise Canada.

Claudia Switzer, District Office Clerk in the GTA Edmonton District Office, has left the Department to pursue other interests.

Monique Misonne, Word Processing Operator in the Administration and Finance Division of the Regional Office, has transferred to Customs and Excise Canada.

Marcia McKay is on secondment for one year from the Department of Supply and Services to the Regional Office as Regional Manager, Administration and Finance.

The following Radio Inspectors have been promoted through the EL Underfill Program:

Shaun Morgan and **Gerald Noordhof**, Edmonton District Office.

Diane Hotra, Calgary District Office.

Anthony Hayduk and **Gerald Fortier**, Regina District Office.

Ron Hamelin, Saskatoon District Office.

Sean Renwick, Grande Prairie District Office.

EDO-Ontario Region

Madeleine Miner has transferred from the Department of Justice to the Ottawa District Office as General Office Assistant.

Beverly Huggins, Technical Clerk in the Engineering Division of the Regional Office, has left the Department to join the private sector.

David Smith, **Robert Lambe**, **Shafik Haji** and **William Mintern**, formerly with the private sector, were appointed on an indeterminate basis to the position of Radio Inspectors-in-training in the Toronto District Office.

Monique Marchand was promoted to the position of Administrative Support Supervisor within the Ottawa District Office.

Dianna Azelis has transferred from Agriculture Canada to the Personnel Division of the Regional Office as Personnel Assistant.

Grace Cirocco, previously with the private sector, was appointed on an indeterminate basis to the position of Communications Officer in the Public Affairs Division of the Regional Office.

Cheryl Yakamovich, Central Records Clerk in the Finance, Administration and Informatics Division of the Regional Office, has transferred to the Royal Canadian Mounted Police.

Doreen Power, Technical Clerk in the Toronto District Office, has left the Department to pursue other interests.

EDA-Atlantic Region

Debby Duggan, previously District Office Clerk in the GTA Office in Halifax, was promoted to the position of Administrative Assistant in the Halifax District Office.

Linda Harrigan was appointed on an indeterminate basis to the position of Administrative Services Clerk in the Saint John District Office.

Henry Klain has transferred from the Toronto District Office to the Halifax District Office as Supervisor, Licensing and Authorization Enforcement.

See page 8:
People and Places



Retirements/Ont pris leur retraite

Léon Leblanc, Chief, Administrative Documents Services Division of DGAT, has retired after 39 years of service.

Léon Leblanc, chef des services des documents administratifs à la DGAT, a pris sa retraite après 39 années de service.



◆ Graham Booth (right), Manager, International R&D Cooperation, in the Technology and Economic Programs Division of DGCP, has retired after 31 years of service.

Graham Booth (à droite), gestionnaire de la coopération internationale en R et D à la Division de la technologie des programmes économiques de la DGCP, a pris sa retraite après 31 années de service.



◆ A retirement reception was held for Blair Erskine (upper left), Senior Manager, the Americas and the Caribbean, in the Technical Marketing International Division of DGCP, who has retired after 21 years of service. Presenting his retirement certificate is Lloyd Johnson (centre), Manager, South Asia, and Paul Wilker (right), Director, Technical Marketing International.

Une réception a été donnée en l'honneur de Blair Erskine (à gauche), gestionnaire principal des Amériques et des Caraïbes à la Division du soutien international à la commercialisation de la DGCP, qui a pris sa retraite après 21 années de service. Lloyd Johnson (au centre), gestionnaire de l'Asie du sud et Paul Wilker (à droite), directeur du soutien international à la commercialisation, lui présentent ici son certificat de retraite.



◆ Stuart Hitchcock, Technologist in the Advanced Devices and Reliability Division of DGCD, performing a final inspection before retiring after 34 years of service.

Stuart Hitchcock, technologue à la Division des dispositifs de pointe et fiabilité de la DGCD, procède à une dernière inspection avant de prendre sa retraite, après 34 années de service.

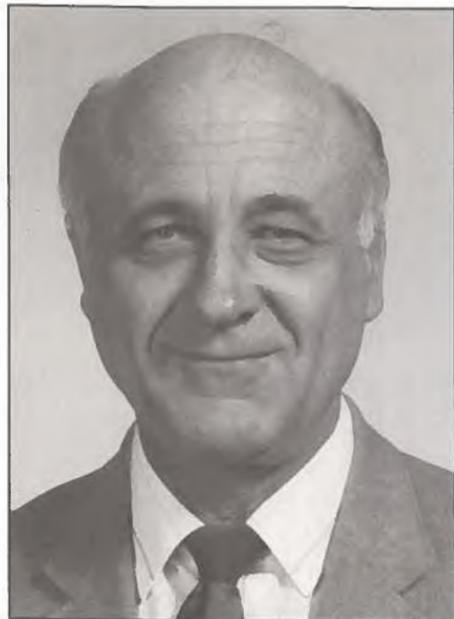


◆ Ken Holt (right), Director, Certification and Engineering Bureau presents a retirement certificate to John Landry (middle), Head, Data Reduction Centre, who has retired after 36 years of service. Also presenting was Pierre Jasmin, Manager, Measurement Methods and Operations.

Ken Holt (à droite), directeur du bureau d'homologation et des services techniques, remet un certificat de retraite à John Landry (au centre), chef du centre de dépouillement des données, qui a pris sa retraite après 36 années de service. Apparaît également sur la photo Pierre Jasmin, gestionnaire des méthodes de mesures et des opérations.

◆ Wil Threiner, Basecraft Subsystem Specialist, Communications Satellite Systems, in the Satellite Communications Division of DGRC, smiling at the prospects of retiring after 34 years of service.

Wil Threiner, conseiller en systèmes à la Division des communications par satellite de la DGRC, semble heureux de prendre sa retraite après 34 années de service.



▼ Stanley Ribee (right), District Director, Hamilton District Office, accepts long service certificate at his retirement party after 33 years of service. Presenting the award was Gerry Brushett (left), Deputy Director General, Ontario Region, and Dave Lyon, Executive Director, Ontario Region.

Stanley Ribee (à droite), directeur du bureau de district de Hamilton, accepte un certificat pour longs états de service lors d'une réception soulignant ses 33 années de service. Le certificat lui est présenté par Gerry Brushett (à gauche), directeur général adjoint de la région de l'Ontario, et Dave Lyon, Directeur exécutif de la région de l'Ontario.



Long Service Awards

25 years

Stanley Kemp, Head, Maintenance and Calibration, Instrument Services Section of DCAT at CRC.

Robert Couture, Chief, ITU Co-ordination Unit, in the Spectrum Management Operations Directorate of DGRR.

Jacques Coderre, Manager, Records Management, in the Administrative Documents Services Division of DGAT.

Orville Stanley, Technologist in the Maintenance and Emergency Section of DCAT at CRC.

Ron Croucher, Manager, Communications Policy and Network Administration, in the Informatics Operations Division of DGIM.

Frank Moodie, Operator, Central Heating and Cooling Plant Section of DCAT at CRC.

35 years

Donald Matthews, Radio Regulations Inspector in the St. John's District Office.

Longs états de service

25 ans

Stanley Kemp, chef de l'entretien et de l'étalonnage, services des instruments, DCAT, CRC.

Robert Couture, chef, section de coordination, UIT, exploitation de la gestion du spectre, DGRR.

Jacques Coderre, gestionnaire, gestion des archives, services des documents administratifs, DGAT.

Orville Stanley, technologue, entretien et urgence, DCAT, CRC.

Ron Croucher, gestionnaire, politique des communications et administration des réseaux, Division des opérations en informatique, DGIM.

Frank Moodie, opérateur, chaufferie et installations de ventilation centrales, DCAT, CRC.

35 ans

Donald Matthews, inspecteur, règlements sur la radio, bureau de district de St. John's.

William Fedorak

William Fedorak, Radio Inspector in the Engineering Division of the Toronto Regional Office, passed away on October 15, 1990 after a short illness. Mr. Fedorak started his career as a Radio Inspector with the Department of Transport in Toronto in May 1952. He worked in Ottawa, Churchill and back in Toronto, where he continued his duties as a Radio Operator. He is survived by his wife and son.

William Fedorak, inspecteur radio à la Division des services techniques du bureau régional de Toronto, est décédé le 15 octobre 1990 après une courte maladie. Monsieur Fedorak a débuté sa carrière d'inspecteur radio au ministère des Transports à Toronto en mai 1952. Il a travaillé à Ottawa, à Churchill puis de nouveau à Toronto où il a continué d'exercer les fonctions d'inspecteur radio. Il laisse dans le deuil son épouse et son fils.

People and Places continues from page 7

EDA—Atlantic Region

Catherine Fraser was appointed on an indeterminate basis to the position of District Office Clerk in the GTA Office in Halifax.

Harvey Hiscock has accepted a one-year secondment from the Department of Supply and Services to the St. John's District Office as Administrative Assistant.

Qui fait quoi suite de la page 7

Doreen Power, adjointe technique au bureau de district de Toronto, a quitté le Ministère pour poursuivre une autre carrière.

DEA (Région de l'Atlantique)

Debby Duggan, auparavant commis au bureau de l'ATG de Halifax, a été promue au poste d'adjointe administrative au bureau de district de Halifax.

Linda Harrigan a été nommée pour une période indéterminée au poste de commis aux services administratifs au bureau de district de St. John's.

Henry Klain a été muté du bureau de district de Toronto au bureau de district de Halifax à titre de surveillant de la délivrance des licences et de l'autorisation.

Catherine Fraser a été nommée pour une période indéterminée au poste de commis au bureau de l'ATG à Halifax.

Harvey Hiscock a accepté un détachement d'un an d'Approvisionnement et Services Canada au bureau de district de St. John's, à titre d'adjoint administratif.

Deputy Minister Group Achievement Award / Prime du sous-ministre pour réalisation collective



▲ The Deputy Minister Group Achievement Award was presented to the Heritage Policy Working Group, which organized a cultural heritage conference in Edmonton, October 25-27. From left to right: John Willis, Hélène Espeset, Deputy Minister Alain Gourd (presenting), John Thera, Robert Taylor and Charles McGee. The conference, Heritage in the 1990s — Towards a Government of Canada Strategy, gathered delegates from throughout the natural and cultural heritage sector.

Le Groupe de travail sur la politique du patrimoine a reçu une prime du sous-ministre pour réalisation collective. Ce groupe a organisé une conférence sur le patrimoine culturel qui s'est déroulée à Edmonton du 25 au 27 octobre. On aperçoit, dans l'ordre habituel : John Willis, Hélène Espeset, le Sous-ministre Alain Gourd (qui remet le certificat), John Thera, Robert Taylor et Charles McGee. La conférence, intitulée *Le patrimoine dans les années 1990 — Vers une stratégie du Gouvernement du Canada*, réunissait des délégués de tout le secteur des patrimoines naturel et culturel.