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Communications Express Extra Meet the new Minister and his staff

June 1991

Volume 8, No. 6



COMMUNICATIONS EXPRESS

Canada

Project seeks better management of Department's information

by James Greer

A pilot project to inventory the information collected, used and distributed by Communications Canada is the first step towards efficient management of the Department's information holdings.

"Information has often been taken for granted in the Department," says Jean Bélanger, Director General, Administrative and Technical Services, and a member of a Treasury Board advisory committee on information management. "People, dollars, fixed assets and other

resources have always been managed, but we can't say the same about information. We did not always realize the cost involved in keeping information, or even that information is a resource."

The pilot project will develop inventories of the information used in two areas: Human Resources Planning and Development, and the International Relations Branch. It is part of Communications Canada's response to a Treasury Board request for all departments to develop a complete inventory of information holdings.

To date, the project has identified 44 information resources. "An information resource isn't just a statistical report or a book on a particular shelf," says Bill Graham, Program Evaluation Manager, who is running the project. "It can be a professional contact, telephone book, desktop computer, telephone or even a fax."

An inventory of information holdings is more important for Communications Canada than many departments because it is a policy department, notes

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A recycling program at CRC is netting two 45-gallon drums full of bottles and cans each month.

Going green at CRC

Foresight and a desire to achieve environmental change has placed employees at the Communications Research Centre (CRC) at the forefront of initiatives called for in the federal government's Green Plan.

Environment Canada approached the CRC in January 1990 about the Code of Environmental Stewardship, a Green Plan strategy to reduce waste and energy use at government facilities. The CRC complex, about 70 buildings at Shirleys Bay near Ottawa, was chosen because it is government-owned, allowing changes not possible at leased buildings.

Although the code was not yet law, CRC assigned a management team in February 1990 to study ways to reduce solid waste by 50 per cent and electricity use by 10 per cent, says Bob Ward, Director, Administrative and Technical Services at CRC.

An employee newsletter, *The Recycler*, was started to raise awareness and solicit ideas. Success was immediate: a bottle recycling program in the cafeteria began netting two 45-gallon drums of bottles and cans a month, and a paper and cardboard recycling effort was extended throughout the complex. An employee even suggested using popcorn instead of styrofoam chips to pack scientific instruments.

As well, solar windows were installed to conserve heat, roofs were checked to ensure they met insulation standards, and the hot water temperature was lowered.

CRC will also spend \$125,000 this year to install meters for monitoring water and energy consumption, says Ward. This will give CRC management

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New act attuned to 90s and beyond

The new *Broadcasting Act* will provide more broadcasting services and programming, and be responsive to technological advances.

The Act, passed by Parliament on February 12, 1991, stresses the importance of Canadian programming more strongly than did its predecessor, the 1968 Act. It will also improve service to remote areas and services for people with impaired sight and hearing, and lead to

improved programming for aboriginal cultures.

Founded on principles rather than technology, the Act places greater emphasis on social goals, such as providing more programming and employment opportunities for minority groups, says Michael Helm, Director General, Broadcasting Policy.

"Moreover, we have tried to make sure the Act won't be made obsolete by changes in technology, whether it's tradi-

tional over-the-air broadcasting, satellite-to-cable services or fibre-optic distribution of high-definition television.

"The legislation doesn't deal with day-to-day problems; it defines broadcasting powers and authorities in Canada for organizations like the CBC and CRTC and from there it is up to them to make the daily decisions," says Helm.

See page 2: New Act

Roger Collet: Guiding Central Region to maturity

by Stephen Rouse

This is the third in a series of articles about senior managers. Roger Collet, Regional Executive Director, Central Region, talks about the effect of reorganization on the region, and the role he sees for himself in managing its future.

Discussing the management style he has brought to the Central Region, Roger Collet first recalls "the old days," an era when managers were people expected simply to add signatures to the paper flooding their desk.

"That was ridiculous. It was the system that was managing — a system that was bureaucratic, full of duplication, heartless, and had absolutely no sense of efficiency," says Collet.

Today, he says, management must be creative, and increase

efficiency by recognizing people as the key to realizing important policies and programs, such as PS2000 and the recent reorganization in the Department.

Collet, who joined Communications Canada as a regional director in 1987, says that "before the name PS2000 was even uttered" the Central Region was reviewing its management system, and subsequently established a dialogue between employees and management. In addition, the region contracted a Winnipeg firm to give three-day management training courses to all staff in the Central Region to provide them with the tools to do a better job.

"Creating a new work environment allows people to become very interested in improving the system," says Collet, who attributes a seven to eight per cent jump in the efficiency of the

spectrum-licensing process in the region to the ideas of motivated employees.

Reorganization has also benefited the regions, by giving regional executive directors a say at senior management meetings. Previously, information from the

See page 2: Collet



Roger Collet

Lab evaluation cites need for clearer priorities

A recent evaluation of Communications Canada research facilities shows a high rating for the laboratories among private-sector clients, but warns that research quality at the labs may be threatened if clearer priorities are not set.

"Clients are satisfied that the labs are doing top-quality work, but with budget cutbacks there is a danger the labs will spread resources too thinly. In the event of further cutbacks, these world-class labs may have to let go of lower priority projects," says the report's author, Darryl Somers, Manager, Program Evaluation.

The evaluation draws from consultant studies examining the Department's research in broadcast and communication technology, communications devices and components, and office automation. Clients, research peers and visiting scientists at the labs were asked to judge the relevance of the labs to industry, the quality of their research and how well they share information.

Foremost among the report's suggestions is that the labs set clearer priorities and create a planning framework to ensure

See page 2: Research

Research continues from page 1

adequate financial resources and modern equipment for research projects.

Government laboratories have been forced to perform a financial "juggling act," says Robert Breithaupt, Director General, Communications Technologies Research at the Communications Research Centre. He agrees that inflation, and a "steady erosion of resources over the past 20 years,"

could soon result in deteriorating facilities. But he says initiatives such as Increased Ministerial Authority and Accountability could mean more economic flexibility for research labs.

The report also suggests the labs should better inform the private sector about their work. According to the study, 44 per cent of private-sector labs are doing work similar to what is

done in Communications Canada labs, but only 24 per cent of these private firms are familiar with the Department's work.

Although he is generally satisfied with the report, Breithaupt cautions that it focuses on private-sector clients and does not examine the value of the services the labs provide for clients in the Department or the rest of government.



Communications Canada and the Canadian Space Agency (CSA) strengthened their co-operation in satellite communications and space technology with a recent Memorandum of Understanding signed by CSA President Larkin Kerwin (left) and Deputy Minister Alain Gourd. The agreement sets guidelines for partnerships at research facilities, and in space activities such as RADARSAT and remote sensing.

Project continues from page 1

Bélanger. "It is estimated that at least 60 per cent of our work involves gathering information from clients, understanding it, managing projects based on it, and then disseminating it."

Often, people within the Department – sometimes even within the same branch – don't realize that the information they need has been collected. "That's when efforts get duplicated," Bélanger adds.

A conceptual model of efficient information management for the two sections studied

in the pilot project is being developed by the Informatics Planning Directorate. After the project – a final report is expected by June – the inventory will be expanded to encompass the entire Department, and a report will be written describing how information is currently managed and suggesting approaches for increased efficiency, Graham says.

Recycled paper



Collet continues from page 1

senior management committee often reached regional directors second-hand, but now they have direct communication with upper management, notes Collet.

"That kind of exchange is powerful. Once I get the information I can start guiding our organization within hours. It also gives our region the chance to intervene immediately and have a stronger voice in handling policies and initiatives," says Collet.

This "new voice" was valuable recently in negotiating partnership agreements with the provinces and territories on the development of communications technology. A decentralization plan will also transfer expertise to the district offices, allowing for better client service.

These initiatives reflect Collet's view that change happens not in the towers but in the field. "The Central Region has forged an effective network with the provinces and the territorial government. We are plugged in and steadily building credibility," says Collet.

New Act continues from page 1

The Minister, senior staff and employees from the Broadcasting Policy Directorate worked with the Canadian Broadcasting Corporation (CBC), the Canadian Radio-television and Telecommunications Commission (CRTC), and industry to develop the new law. Known as Bill C-40, the Act revamps a proposed act that died in the Senate when the November 1988 federal election was called.

CRC continues from page 1

a better idea about what further renovations or alterations are needed.

Ward notes that even though many Green Plan activities will be led by Environment Canada and Treasury Board, in conjunction with departments, good environmental practices are inevitably in the hands of managers and employees.

YOU ASKED US

Q: I am eligible for the Management Resources Information System (MRIS), which provides current information on senior-level employees. How can I be assured my file is up-to-date?

A: The MRIS is used by staffing officers to identify candidates for vacant positions, and by human resources planning officers to analyze and evaluate data on senior-level public employees. Employees eligible for MRIS (AS-05 or equivalent levels and above) are responsible for sending a copy of their latest performance appraisal to the MRIS office. There are no deadlines, but employees are encouraged to send their reports to the following address soon after receiving them.

MRIS
L'Esplanade Laurier
West Tower, Room B-2234
300 Laurier Avenue West
Ottawa, Ontario K1A 0M7

Q: What is the Department's policy on the translation of employee appraisal reports?

A: Regardless of the language requested by employees for their appraisal reports, supervisors may have the documents translated by the services of the Secretary of State.

Official Languages policy requires that administrative documents containing fewer than 500 words, and which are not technical or scientific, be translated by the originating unit.

However, the policy allows the translation of appraisal reports because linguistic nuances can change their meaning.

To arrange translation of appraisal reports for regional or headquarters employees, call Isabelle Seckler, the translation co-ordinator, at (613) 990-4566. The confidentiality of all documents is assured.

Q: I am already classified as bilingual but I would like to improve my second-language skills further. Are courses available to me through the Department?

A: The Official Languages Division has established a language training follow-up program for the Department's bilingual employees in the National Capital Region.

This program of teaching consultation and assistance is open to employees returning from language training, managers and all other Level B bilingual employees. The aim of the follow-up program is to help employees maintain and improve their second language skills, as well as to encourage their participation in training or other activities conducted in their second language.

If you're interested in polishing your second language skills, give Josette Laperrière a call at (613) 990-4570. She's the training follow-up program co-ordinator, and her office is in room 1530.

COMMUNICATIONS EXPRESS

Communications Express is published six times a year for employees of Communications Canada by Information Services. Its objectives are to: inform readers about departmental and staff activities; recognize staff achievements; report on developments in communications and culture; and encourage informed discussion of issues affecting the department, its clients and its staff.

Communications Express welcomes letters to the editor, suggestions for articles and contributions from readers. Please call the editor for guidelines.

Address:
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Room 1932
300 Slater Street
Ottawa, Ontario
K1A 0C8

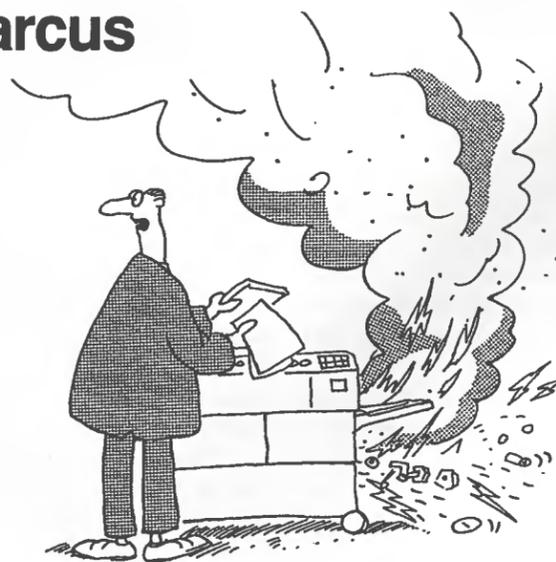
Editorial Board: Yves Brunet, Michael Holmes, Patricia Jaton, Monique Lajeunesse, Mary Frances Loughton, Anne Séguin, Michel Séguin, Winnie Pietrykowski.

Editor: Jim Todd
Reporting, Design and Production: Waisglass Communication Services Ltd.

Assisting with this issue: Nicole Blais, John Brebner, Carole Giroux, Jeanne Lindblad, Josée Miville-Dechéne, Marie-Michelle Morisset.

ISSN: 0833-5400

Farcus



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What does the flashing red light mean?



The two co-chairmen of the Task Force on Military History Museum Collections, Hamilton Southam (right), and Denis Vaugeois (left), submit their report to former Communications Minister Marcel Masse (centre), former Defence Minister William McKnight (centre right) and Veterans Affairs Minister Gerald Merrithew. The Task Force was appointed June 20, 1990 to examine strengths and weaknesses in Canadian military history collections.

Department prepares to act on Green Plan

by Stephen Rouse

Communications Canada's expertise and technology put it in good position to act on the federal government's Green Plan, a comprehensive strategy for departments to set new standards of environmental care, says Bob Baser, Manager, Applications and Policy Development.

The Green Plan, released in December 1990 by Environment Canada, outlines 100 initiatives over the next five years for protecting the environment. The plan sees a need for federal departments to develop environmentally sound approaches by assessing their policies and programs.

"We're better off than many departments because our mandate covers a relatively clean technology — communications technology," says Baser, who recently spoke on the Green Plan and its implications for Communications Canada at a seminar hosted by the Department.

Moreover, Communications Canada technology, such as Mobile Satellite (MSAT), could be used to safeguard rivers in remote locations by monitoring automated water-quality test stations. In urban areas, improved communications could facilitate the opening of branch offices throughout a city, reducing the need for long-distance commuting, says Baser.



CANADA'S GREEN PLAN

Stricter measures will mean that almost every policy and program developed by the Department will undergo a systematic departmental assessment, says Baser.

New projects and programs will be divided into three assessment categories: an exclusion list

for initiatives that present little environmental risk; a screened category for projects to be handled case-by-case; and a mandatory list for projects that will undergo a thorough study, overseen by an external review panel.

"Over time we will develop a sizable excluded list, where something like software development, which is not normally an environmental concern, is simply added to the list — but up front it will take a lot of effort to craft these lists," says Baser. An environmental audit may first be undertaken to examine the Department's activities and programs and determine classes of activities for an exclusion list, he notes.

"Most of our programs can be undertaken realizing that we are not harming the environment, in fact we can redress some of the problems, and in association with other departments, such as Environment Canada, we can do some very beneficial projects," says Baser.

Strategic planning workshops focus on change

The first of several strategic planning workshops set for 1991 focused on the Department's role in helping Canadian communications and culture industries become more competitive.

Held in the National Capital Region on February 27, the session centred on the fact that Canadian communications and culture industries must compete in a global market, says David Waung, Acting Director of Strategic Policy Planning. "Protecting Canadian industry from outside competition is no longer an option, Communications Canada's role must shift to supporting productivity growth in Canadian industry," he says.

Workshop speaker, Michael McCracken, President of

Infometrica, an Ottawa economic analysis and forecasting company stressed the importance of long-term commitment to education and research, noting there were no quick fixes to the challenges facing Canadian firms.

"This was of particular interest to employees concerned with telecommunications infrastructure, and research and development — keys to long-term development in the industry," says Waung.

After a lively, occasionally contentious discussion, McCracken was followed by a panel examination of whether Communications Canada policies have kept pace with the market. Panel members David Mulcaster, Director General, Commu-

nications and Planning; Gaston Blais, Director General, Arts and Policy Planning; and Ted Ledingham, Acting Director, Broadcasting Policy, concluded that the Department has some catching up to do.

The 1991 workshop series, "Managing Change: An Agenda for Strategic Thinking," organized by Strategic Policy Planning, is striving to promote thought and discussion about the Department's overall direction in preparation for this fall's strategic planning session, says Waung. "When times are uncertain, people tend to focus on day-to-day and think that they do not have time to plan, but this is when planning is most important," he adds.

Faster service from Travel and Relocation section

by James Greer

Employees are receiving better service since Communications Canada's Travel and Relocation section automated the Government Travel Service's Travel Authority Number Register, and the Department Travel Card System.

"The new automated travel system enables us to work faster. As a result, refunds and invoices are processed on a more timely basis. The Enroute credit card payment used to take four days to calculate; now it only takes one," says Sue Brûlé, Supervisor, Travel and Relocation.

Travel and Relocation plans to automate other functions to eliminate excess paperwork, says Alain Séguin, Assistant Director, Accounting Services and Control. Currently, employees who travel on business fill out forms, get authorization from their managers, and then send the paperwork to Travel and Relocation, where it is entered into the computer.

"In the future, each manager will have access to on-line travel services. All the employee's information will be entered

electronically, authority will be given electronically, and everything will be sent to the travel section through the departmental computer system," says Séguin.

Travel and Relocation has already replaced travel cards — previously used to record information about travel claims — with a computer database. This means the system can produce reports at any time with a few key strokes, notes Dan Audet, Director, Financial Policy Systems and Accounting. "The new system has eliminated the manual processing of at least 10,000 claims received to date for 1990/91, at approximately three minutes each."

Communications Canada is the first department to implement such a system. "Our objective is to empower managers through increased delegation and to provide them with the necessary tools to do their jobs. We want to move away from rigid controls and towards partnership with our clients. Our bottom line is better service to the departmental traveller," says Patrick Borbey, Acting Director General, Financial Management.

Three wheeler: Car recycled from "VW bits"

by Sandra Steiman LaFortune

In the true spirit of recycling, Bob Barclay, Senior Conservator in the Canadian Conservation Institute's ethnology section, has built a sports car from bits and pieces he picked up from scrap yards and auto wreckers.

The car — its licence plate reads "VW BITS" — is based on a three-wheeled car Barclay saw in a magazine several years ago. The concept intrigued him, and he set to work in his basement and garage. "I had no drawings or designs before starting on the car," says Barclay. "The final product has four wheels and looks very little like the photograph that inspired it, but it's absolutely roadworthy."

The car has a motorcycle engine in the rear, a hand clutch, no reverse, and weighs about 1,000 pounds, about half the weight of most two-door compact cars. "It cost me only \$1,800 —

and seven years of hard work," says Barclay.

About five dollars worth of unleaded gasoline fills the tank and runs the car for approximately 150 kilometres. "That is just an estimate because VW BITS has no odometer or gas gauge," explains Barclay. "But since the car has only run out of gas twice, both times within pushing distance of a gas station, it is safe to say I've become quite proficient at estimating."

The automobile is fully street legal, and has been gracing the roads of Ottawa — and piquing the interest of other drivers — since August 1990.

Barclay has no plans for building a fleet of recycled automobiles, and does not consider himself a threat to Jaguar or Ferrari. "While I don't expect to make any money with VW BITS, I may save some — after all, if it breaks down, at least I can fix it."



Bob Barclay spent seven years building his two-seater car out of "VW bits."

CWARC seeks retention of corporate memory

A year from now, will you be able to find the computer file you just sent through the document exchange on your local area network, or will you be like countless others, trying to remember when it was created, or worse, what you called it?

While computers have made the transfer and storage of information easier, they have also endangered the collective

knowledge of the organization — its corporate memory.

Researchers at the Canadian Workplace Automation Research Centre (CWARC) are now exploring this potentially serious problem, which will only get worse with the proliferation of networks.

CWARC is collaborating with Ottawa-based Provenance Systems Inc. and the Government

Records Branch of the National Archives to develop a new class of network software. The goal is to enhance existing tools and practices that promote sound information management by organizations, records managers and users.

"The software will be the first to address a host of information-management challenges in large-scale office systems, which generally range from 200 to 1,000 linked workstations," says Susan Gillies, who heads the project at CWARC. She says if the software is successful, this may be the first case of CWARC receiving royalties on software developed

through its industry exchange program.

The project's first product, software called FOREMOST (FOrmal REcords Management for Office Systems Technology), is being tested in several departments, including Revenue Canada Taxation, and other pilot projects are being considered. Communications Canada's Records Management Section has purchased the rights to install FOREMOST and will be integrating it with the Library Services Section, says Roy Medaglia, Evaluations Officer, Records Operations.

Information from the software tests may be used to set

guidelines for the preservation of corporate memory throughout the public sector, says Gillies. The intent is to develop functional requirements for managing electronic information in networked office systems.

CWARC plans to continue developing software to improve the permanent storage of electronic files, says Gillies. As well, several practical publications to assist network users are in the works, covering issues such as standards, legal considerations and file management. A core of guidelines for managing electronic documents throughout their life cycle is also being developed.



Roy Medaglia of Records Management, and Susan Gillies of CWARC, put FOREMOST through its paces. Records Management recently purchased the right to install the information-management software.

Retired ADM: Culture benefits from sector's vision

Sustaining a vital cultural sector should remain a priority for Communications Canada despite financial restraint in the public sector, says Charles McGee, former Assistant Deputy Minister, Arts and Heritage.

"Great gains have been made in the philosophy and management of the cultural sector over the past decade, and I think it would be a tragic mistake to neglect culture at a time when this country seems to need it the most," says McGee, who retired from the public service March 29, after a 35-year career.

McGee points to the Department's commitment to give regional offices more autonomy as a symbol of how a long-term vision has led to a thriving program delivery network, involving regions directly in program delivery. Moreover, he emphasizes that regionally-delivered programs must be

maintained to ensure that the country's diverse needs are met.

"These initiatives appeared long before PS2000, but they are in the same spirit. It's about letting those closest to the actual delivery of programs make a lot more decisions," says McGee.

Recent legislation on Canada's archeological heritage and the Status of the Artist are examples of how the Arts and Heritage Sector has responded to contemporary concerns, explains McGee. "Fundamental initiatives in this area were long overdue, and former Minister Marcel Masse deserves a lot of credit for his strong support for Arts and Heritage initiatives," he adds.

The Department has also taken steps to preserve the country's past by developing the first museum policy in 18 years. "There is a growing awareness of our history, and making museum development an important part of

the Department's heritage policy has been a creative way of providing more access to the past," says McGee.

He says the Department must continue to explore initiatives, such as negotiating with Treasury Board to allow departmental service organizations to become special operating agencies. The Government Telecommunications Agency is an example of this type of venture. The Canadian Conservation Institute (CCI) and the Canadian Heritage Information Network (CHIN) are also being considered for agency status.

"We have to begin looking at increasing flexibility throughout the system. The ability to manage budgets more directly would allow organizations such as CHIN and CCI to adapt more quickly to economic realities and use revenues more appropriately," says McGee.

Department lawyers honoured

Two members of the Communications Canada legal team have won Justice Canada's Exemplary Service to the Client award for their role in drafting policy and legislation — the only two lawyers to win the award this year.

Marion Haunton and Richard Ouellet were selected for commendation by Justice Canada for their work on the proposed *Archaeological Heritage Protection Act* and the *Status of the Artist* legislation, respectively, as well as other matters.

"This is a recognition by the Department of Justice of both the ability of the lawyers serving Communications Canada and the importance of the work being done," says Philip Palmer, Senior Counsel/Director, Legal Services for Communications Canada.

"There had never been a full-scale legal analysis of the issues involved in protecting archaeological artifacts at the federal level before," says Palmer. Haunton's analysis involved studying constitutional, criminal, native, property, and international law and consulting with the



Richard Ouellet and Marion Haunton of the Legal Services Directorate received Exemplary Service to the Client Awards for their work on behalf of the Department.

provinces, native groups, and professional archaeologists. "She faced a steep learning curve yet contributed significantly to getting the legislation to Cabinet with no legal questions unanswered," notes Palmer.

Ouellet headed a team of five lawyers that worked on the *Status of the Artist* legislation. The team answered legal questions involv-

ing the *Canadian Charter of Rights and Freedoms*, labour, administrative, and constitutional law while dealing with provincial regulations, special-interest groups, and artists' unions, says Palmer. "By doing this, Richard ensured that the complicated legislation yielded both practical and effective results."



Here's an example of the kind of letters the Department receives regularly — praising the work of employees.

Raymond Lafontaine
Director, Conservation Services
Canadian Conservation Institute

Dear Mr. Lafontaine,

I am writing as the course co-ordinator for the PREMA Project at the International Centre for Conservation in Rome (ICCROM). As the name suggests, the central project theme is preventive conservation. This is a relatively new field of study, which is only just beginning to become part of the conservation curriculum. It is still very difficult to find professionals committed to the concept and capable of teaching it. This is why Robert Barclay's contribution to our 1987, 1988, and 1989 courses was so central to the success of the pilot phase of our project.

Mr Barclay's innovative approach to the subject, his ability to communicate and share his knowledge, and the quality of his teaching materials are the direct result of his work at the CCI. The objectives of your organization, the services it offers, and its role in educating museum professionals across Canada offer an excellent model for other countries. For this reason I am pleased that we have been able to establish such close links between ICCROM and CCI.

This year, PREMA had the benefit of not only Mr. Barclay's contribution, but also that of Stefan Michalski and Carole Dignard (who work in your department). I am very grateful for your willingness to make your staff available in this way, and thus ensure a continuing and active role for CCI in the PREMA Project.

Thank you once again for your contribution to the success of our project. I am confident that ICCROM and CCI will continue to enjoy a productive and mutually rewarding relationship.

Catherine Antomarchi
Course Co-ordinator
PREMA Project
ICCROM
Rome, Italy

Newsletters and electronic bulletins keep regions talking

by Stephen Rouse

Newsletters are still the most popular method of exchanging employees' views and explaining issues in the Department's regional and district offices, but



Hibbard

computer bulletin boards are becoming a popular alternative, says Tim Hibbard, Public Affairs Manager, Central Region. People are increasingly getting daily news from electronic bulletin boards and local area networks, but the quarterly employee publication, *Liaison*, written for the region's 150 employees, remains an important way to spread ideas, adds Hibbard.

"A lot of computer chit-chat is between individuals, or individuals and groups. I think there is a need for a communications tool that goes to every employee," says Hibbard. An editorial team from the regional and district offices collects submissions for *Liaison*, and writes columns on topics such as staff transfers, new policies and programs, and lifestyles.

Instead of an employee newsletter, the Ontario region is

developing an electronic bulletin board to deliver employee information, says Jeanne Drouillard, Manager, Public Affairs in Ontario. She says newsletters are good, but her office does not have the resources to solicit articles, edit them, and produce a publication.

"Because our region is committed to computers, we have decided to go completely electronic. The electronic bulletin board is an efficient communications tool, and employees will be able to put comments and features directly on the board daily," says Drouillard.

The Quebec region's newsletter, *Le Lien*, is undergoing major changes. Until recently, *Le Lien* was reproduced using a photocopier, says France Nadeau, Manager, Public Affairs in Quebec Region. Future issues will be organized by an editorial team of employees from various sectors, will look more "like a newspaper," and will be printed. Nadeau says the newsletter's main purpose is to create a tighter communication network in the region, since offices are spread throughout Montreal and the districts.

Pacific Communiqué, the Pacific Region's newsletter, is enjoying a high readership after

its second year of publication — 79 per cent of employees read it from cover to cover, according to a poll done by the editorial board. "I think people enjoy receiving a hard-copy newsletter — it's theirs," says Marguerite



Gobeil

Gobeil, Manager, Public Affairs in the Pacific Region. "When you look at an electronic bulletin board it's less personal and you can't keep it."

Paul Soucy, Manager, Public Affairs in the Atlantic Region, says the region's electronic mail system is not linked to district offices, so *Atlantic InterComm*, the regional newsletter, is vital for employees to share ideas.

When the publication began a year ago, 25 per cent of the content was written by an internal communications committee, says Soucy, but in the latest issue, employee contributions made up 90

per cent of the copy. "The concept is not for Public Affairs to do the newsletter, it's to encourage employee participation — it's their magazine," says Soucy.



Soucy



Nadeau



Drouillard

Atlantic Region expands role in communications and culture

The Atlantic Region's Communications and Culture team has taken on more work and more responsibility in the past year.

The change results from the Department's decentralizing its Cultural Initiatives Program (CIP) and Museums Assistance Program (MAP), says Carmen Comeau-Anderson, Regional Director of Communications and Culture.

Decentralizing aspects of CIP and MAP has led to greater responsibility for employees in the region, making the work more interesting and satisfying, says Comeau-Anderson. "Our people

really like their jobs and that's important to our success, as they have to be flexible and often work long hours," she explains.

The Communications and Culture group has also been involved in negotiating agreements with Prince Edward Island and New Brunswick to cultural enterprises and organizations become more business-oriented and develop products and services.

On the technological side, greater emphasis is now placed on transferring government research to the private sector and encouraging companies to initiate

their own research. Al Boucher, Technology Development Officer, says technology transfers have grown in the past three years. He also notes the growth of technology-based companies in the region, and the increasing number of other Atlantic businesses that are incorporating high-tech applications in their operations.

"To stimulate growth in specialized areas, we have created technology application centres, such as the Canadian Centre for Marine Communications and the Telemedicine and Education Technologies Resource Agency in

Newfoundland," says Comeau-Anderson. A third centre, for research and development in computer-assisted translation, is

planned for the Université de Moncton.

Adapted from an article in Atlantic InterComm

Department keeps Bell legacy alive

by Michel Vachon

Communications Canada is helping the Alexander Graham Bell Institute at the University College of Cape Breton to give researchers better access to the inventor's collected writings, lab notes and photographs.

The Institute has access to a large collection of Bell's work at the Alexander Graham Bell Museum in Baddeck, Nova Scotia. It has asked the Department and the Enterprise Cape Breton Corporation for assistance in determining the best way to store, manage and provide access to Bell's work in such areas as aerodynamics, genetics and even the greenhouse effect.

"The Bell papers constitute a vast storehouse of information," explains Earl Hoeg, Acting Technological Development Officer in the Atlantic Region. "A difficult court battle to prove that he was the rightful inventor of the telephone resulted in Bell recording everything he did, said or thought, from that point on," says Hoeg.

Because of the collection's size, the Department explored electronic alternatives to conventional publishing. A consultant to the Institute recommended putting the index and photographs on CD-ROM and the rest on microfilm.

"A CD-ROM uses a compact disc (CD) just like those found in

home stereos, only the CD is used to store data, not music," explains Hoeg. "Its vast storage capabilities, fast retrieval, and durability make it invaluable for this purpose." Because much of the collection is handwritten, transferring it all to CD-ROM is not economical, but future spin-off products might make it viable, says Hoeg.

Several microfilm publishers have expressed interest in publishing the collection at their expense and paying royalties to the Institute out of sales. "Discussions are under way to determine the combination of technologies to be used, where the funding might be obtained, and when to do the job," says Hoeg.

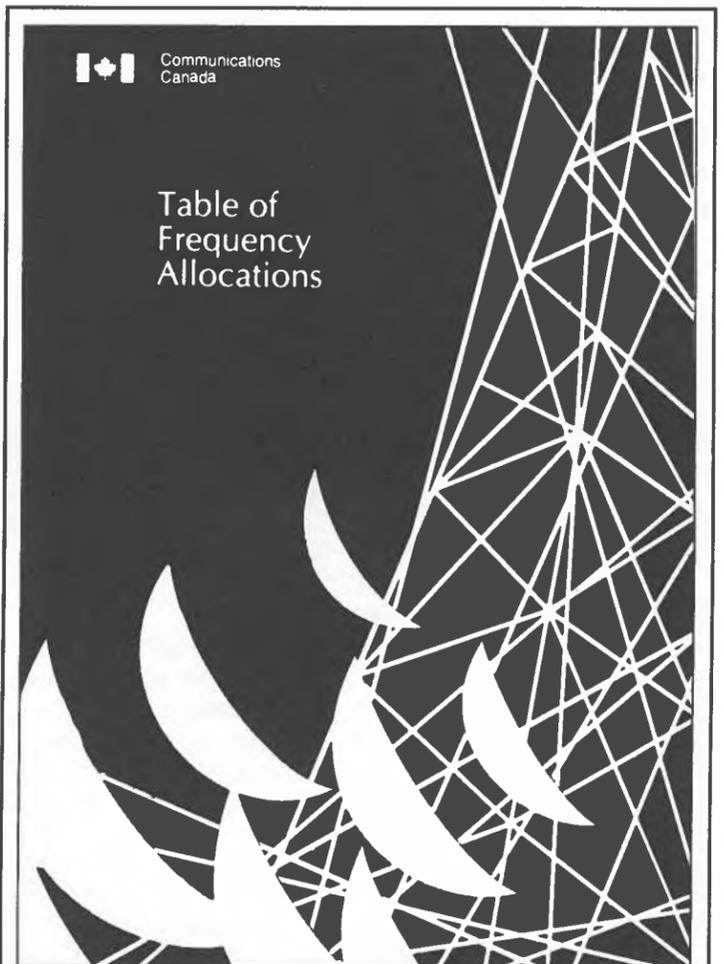


Table of Frequency Allocations

Hot off the press

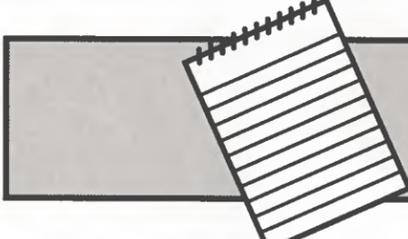
The new edition of the *Table of Frequency Allocations* has just been released. Published by the Department this spring, it lists the frequencies for use by 30 generic radio services in Canada and the frequencies of the three global radio-communication regions. The publication is an update of the 1986 edition, and reflects changes to the International Telecommunication Union Radio Regulations. David Warnes, of the Spectrum and Orbit Policy Directorate, managed the project. Paul Racine, Assistant Deputy Minister, Communications Policy, recently presented Deputy Minister Alain Gourd and his colleagues with complimentary copies of the Table.

Are you aware?

Making our society accessible to all people is important. Try this short quiz on topics related to accessibility and equity for disabled people.

- 1) What percentage of Canadians, aged 15 and over, are disabled? 3, 9, or 13 per cent.
- 2) What responsibilities do departments have for providing technical aids and special services to disabled employees?
 - a) Ensuring hot lunches are brought to their workstations.
 - b) Consulting with disabled employees to find out if they need technical aids or special services or accommodations.
 - c) Purchasing any required technical aids and specialized services for indeterminate employees who are disabled.
 - d) Arranging for all disabled people to have attendants.
- 3) What is the definition of a disabled person for the purpose of employment equity?
 - a) A person who is certified by a doctor as having some kind of physical, mental, psychiatric, learning or sensory impairment.
 - b) A person with an obvious physical or mental impairment.
 - c) A person who needs special aids or services to commute to the workplace.
 - d) A person who believes he or she would be disadvantaged in employment because of any ongoing physical, mental, psychiatric, learning or sensory impairment; or who believes an employer would likely consider them disadvantaged.
- 4) Deaf people use dogs for assistance? True. False.
- 5) Public Works Canada is required by human rights legislation to make government buildings accessible to disabled people? True. False.

Answers on page 6



NOTEBOOK

Women's group promotes networking

The importance of women sharing ideas and concerns with other women was a major topic at a recent Communications Canada conference in Ottawa. Many women say they would like to meet more new people, but have difficulty finding time, says Wallene Munro of Human Resources Planning.

Munro says the Women's Network Breakfast, open to Ottawa women from all levels and organizations, is an example of a valuable networking opportunity.

The group meets for breakfast the second Wednesday of every month at 7:30 a.m. at the Chateau Laurier. Each meeting features a guest speaking on issues such as halfway houses, choosing new career paths and job trends for women.

"There are no memberships, and it is not a club; it's simply an opportunity for women from various occupations, mostly in the public sector, to get together and talk about issues concerning them," says Munro.

Conference highlights information technology

Information technology and its increasing importance for strategic planners, managers and information system specialists was the theme for this year's Professional Development Week '91, a three-day conference held February 25-28.

More than 1,200 computer specialists, managers and users attended seminars and software demonstrations organized by the Data Processing Institute, a non-profit organization made up of government employees that promotes professional development in the information technology field.

"Information and related technology are crucial to managing in the 1990s," says Conference Chairperson Gail Eagen, Chief of Systems Development, Canadian Heritage Information Network. "In the past, data processing was relegated to the back room, but now it is increasingly important for managers to find the best ways to apply technology to their information needs — especially in these times of restraint."

Conference highlights included seminars on emerging technological trends, the development of local area networks, and a progress report on government-wide initiatives to develop common systems to serve departments. Bill Gates, Chief Executive Officer of Microsoft Corporation, drew a crowd with his luncheon speech "Information at Your Fingertips."

Initiatives will benefit clients in Pacific Region

Increased authority for managers in the Pacific Region is part of a plan to provide better service to clients, whether their business concerns spectrum management, communications or culture.

The changes, which grew out of PS2000, give the regional office increased spending authority and enable managers to initiate major contracts for goods and services. As well, district offices now have signing authority for purchases up to \$1,000 — an increase of \$500.

The region has also started a consultation program to survey trends and initiatives among its major client groups and the media.



Vancouver radio inspector kills bugs dead

Television may bug some people and Jon Corris has proof after discovering an electronic bug taped inside a television in the offices of a Vancouver corporation.

Corris, a radio inspector in Pacific Region's Lower Mainland District, found the illegal listening device while investigating a recent complaint of radio interference by a local courier service.

"Other inspectors have found them before, but this is my first bug in nine years of work. The people in the bugged office were extremely happy when I found it. I think they had suspected for a while that there was a wiretap, because they started making jokes about it as soon as they found out why I was there," says Corris.

When a bug has a signal as clear as this one had, normal procedure is to check with the RCMP to make sure it's not one of theirs, says Corris. "It was probably not a professional job, though. Whoever planted it was using the television's AC power supply. This bug was being picked up by the courier company's antenna in Burnaby, 10 kilometres away."

Corris's brother, Dave, helped find the bug. "I met him while I was on a downtown

street, monitoring the signal. While we were talking, Dave heard the name of a local hotel over the radio, so I went over to investigate. The bugged offices were in that hotel."

Ontario Region: making PS2000 a reality

Ontario Region is transforming Public Service 2000 vision into reality.

Employees are being canvassed for improvements to policies and procedures, and their suggestions will be consolidated in a plan. As well, internal procedures, such as a computer system for travel advances, have been streamlined, and more improvements are planned. An "empowerment" course has also been offered to staff, with more courses planned for this year.

At recent meetings across the region, employees discussed the principles of PS2000, focussing on empowerment, risk-taking, and service to the public. Participants generally agreed Communications Canada had made significant progress in putting the PS2000 philosophy into practice, but thought there was room for improvement. They stressed that concrete results must be shown to maintain momentum.

Department pairs up with TRIO

Communications Canada has signed an agreement that will help it gain early access to new communications technologies from programs carried out by an Ontario research centre, says John Braden, Senior Policy and Program Advisor, Communications Technologies Research Branch.

The collaborative agreement with the non-profit Telecommunications Research Institute of Ontario (TRIO) will also make it easier to transfer technologies from government laboratories to industry and universities, and promote more extensive research directed at creating economic growth, says Braden.

"This agreement keeps us tuned into what's going on in the field of research," says Braden. "We gain access to research carried out under TRIO, and to meetings and seminars they sponsor. We will also co-operate with TRIO in organizing projects of common interest to our labs and TRIO researchers."

TRIO research groups study telecommunications, including satellite and cellular mobile communications, indoor and outdoor portable computer networks, and advanced signal-processing techniques.

Groundwork set for WARC-'92

Increased availability of spectrum for future generations of mobile satellite (MSAT) communications will be a major issue at an upcoming international conference on spectrum allocation.

In addition, the agenda for the World Administrative Radio Conference (WARC) at Malaga, Spain in early 1992 will include discussions on allocating spectrum for new space communications applications at 20 GHz, and a digital broadcasting technology that will deliver compact-disc-quality sound to radio listeners.

Murray Hunt, Chief, Mobile Services in the Department's Telecommunications Policy Directorate, recently chaired the committee preparing the groundwork for the WARC-'92 conference. The Joint Committee of the International Telecommunication Union (ITU) met in Geneva, Switzerland to review the work of 10 preparatory groups and establish guidelines for technical discussions at WARC-'92.

"The WARC-'92 conference will allocate spectrum to meet



Murray Hunt

future needs, and accommodate the development of new technology. My job was to organize the work of the research groups and gain approval for a report that will aid negotiations," says Hunt.

WARC-'92 will be the first conference since 1979 mandated by the ITU to make major changes to international frequency allocations. Hunt says there will be some "heavy negotiating" because of the strain on existing spectrum and the broad geographical impact of many future satellite services.

Answers to Access Awareness quiz

- Overall, 13 per cent of Canadians are disabled, but this varies from 5 per cent in the 15-34 age bracket to 39 per cent in the 65-plus age bracket.
- b) and c). Under a strengthened Treasury Board policy, departments are now required to provide disabled indeterminate employees (and, where reasonable, term and seasonal employees) with the technical aids and services they require to do their jobs.
- d). This is the definition of "persons with disabilities" given in "Employment Equity Policy," Volume 4, Chapter 5 of Treasury Board's Personnel Management Manual.
- True. Some deaf persons use dogs to assist them with their daily lives by alerting them to loud noises such as doorbells, fire alarms and telephones.
- True. The *Canadian Human Rights Act* amendments of 1983 expand protection to all disabled persons against discrimination in employment and in the provision of goods, services, facilities or accommodation.

Modern materials under study

Plastics and rubbers are being added to the list of substances studied by the the Canadian Conservation Institute (CCI), in its attempts to improve storage and display techniques for modern objects.

Computers and space suits made of high-tech materials are rarely mentioned when conservators talk about preserving valuable historic objects. However, unless better methods are developed for storing and preserving objects made of modern materials, contemporary museums risk losing a large portion of their collections in the future.

"Museums in general are not really aware they are sitting on a time bomb with respect to the deterioration of modern materials," says David Grattan, Senior Conservation Scientist at CCI.

The international conservation community has always worked together to preserve the past, says Grattan. Most are concerned with the deterioration of a relatively narrow range of natural materials such as wood, metal, fur, fibres and feathers, he adds.

During the last 150 years, objects in museums have been increasingly made from synthetic materials and fibres. Rubber, used in everything from gas masks to

classic automobiles, can harden, shrink, or even "turn into a gooey mess" under certain conditions. Other items such as antique hair combs made of cellulose nitrate, a popular early plastic, actually develop nitric acid on their surfaces as they break down.

CCI is studying new storage and display processes with groups such as the Royal Ontario Museum. One process envisages sealing high-risk objects in bags made of oxygen-barrier film and containing an oxygen-absorbing material.

As well, CCI is holding an international symposium on the degradation of modern materials. Scientists from institutions such as the Smithsonian Institution in Washington and the British Museum will attend the September symposium, and will deliver papers on the chemistry of deterioration, and on conservation techniques.

"We felt this was a very important area, one that has not been dealt with in terms of international discussions or conferences. We want to create public and professional awareness that modern materials are as vulnerable to degradation as traditional materials — if not more so," says Grattan.

People and Places

(from January 1 to February 28, 1991)

Deputy Minister's Office

Louise Tremblay has transferred from DAP to the Deputy Minister's Office as Administrative Assistant.

SADM

Charles Vallerand was promoted to the position of Senior Policy Analyst in the Bilateral Telecommunications, Planning and Development Division of DGIR.

Dave Dawson has transferred from the Telecommunications Policy Branch in ADMCP to the Federal-Provincial and Regional Operations Branch as Manager, Regional Development, Planning and Co-ordination.

Marie-Christine Dufour was promoted to the position of Director, Public Relations, in DGIS.

Jacques Lalonde, Project Director, Francophonie Summits, in DGIR, has accepted a two-year secondment to the Office of the Federal Co-ordinator for La Francophonie, Department of External Affairs.

Sylvie Rochon, previously Information Officer, Corporate Management, in ADMCM, was promoted to the position of Senior Planning Officer in the Policy Sector Planning and Coordination Division (DSPC).

Julie Laperrière has been appointed on an indeterminate basis to the position of Correspondence Clerk in the Executive Correspondence Secretariat (ECS).

Gwen Andrews, Director of the Communications Policy and Liaison Division of DGFP, has left the Department to pursue other interests in Australia.

Joanne Bougie, previously Secretary to DGFP, has transferred to the Legal Services Division as Secretary.

Bill Graham has been appointed on an indeterminate basis to the position of Program Evaluation Manager in the Program Evaluation Division.

Elizabeth Rody has been seconded for six months from the House of Commons to the Culture and Technology Conference Division of DGSP as Senior Planning Officer.

ADMCM

Lorraine Léger, previously with the Government of New Brunswick, has been appointed to the position of Personnel Advisor, Corporate Services, in the Personnel Operations Division of DGHR.

Kheroo Khoja has transferred within the Materiel Management and Contracting Services Division of DGAT to the position of Operations Officer.

Gina Rallis-Papailiadis, previously Senior Policy Advisor in ATIP, was promoted to the position of Manager, Branch Planning and Administration Services, in the DGHR's Office.

Lyne Jetté was appointed to the position of Property Management and Accommodation Clerk in the Planning and Coordination/Facilities Management Division of DGAT.

Christine Gibeau has transferred from the Senate to the Administrative and Technical Services at CRC as Secretary to the Director (DCAT).



ADMRS

Louise Roderick, previously Clerk in the Broadcast Applications Engineering Division of DGBR, was promoted to the position of Secretary in the Technical Marketing International Division of DGCP.

Sylvie Blais has been appointed on an indeterminate basis to the position of Applications Maintenance Analyst in the Systems Development Division of DGIM.

Guylaine Verner was promoted to the position of Secretary to the Director, Technology and Economic Programs, in DGCP.

Karen Rivard was appointed on an indeterminate basis to the position of Office System Programmer/Analyst in the Integrated Office Systems Division of DGIM.

Roger Bason, from the Coopers and Lybrand Consulting Group in Regina, has accepted a two-

year Industrial and Scientific Exchange Assignment with the Government Telecommunications Agency (GTA) as Vice-President Marketing.

Patrick Carrey was appointed on an indeterminate basis to the position of Manager, Terrestrial Services Frequency Management, in the Spectrum Management Operations Directorate of DGRR.

Gail Myles, Manager, Administrative Services, in the Certification and Engineering Bureau of DGEP, has transferred to Public Works Canada.

Claude Dostaler was appointed on an indeterminate basis to the position of Director, Technology Transfer and Support, in DGEP.



ADMAH

Tabassum Grover has been appointed on an indeterminate basis to the position of Technical Services Librarian in the Information and Extension Services Division of the Canadian Conservation Institute.

Siegfried Rempel has been appointed on an indeterminate basis to the position of Advisor, Collections Preservation, in the Museums and Heritage/Policy and Programs Branch.

Nico Van Duyvenbode, Senior Planning Officer in the DGAP's Office, has transferred to Indian and Northern Affairs Canada.

Debbie Marleau has been seconded for one year from the National Archives of Canada to the Heritage Policy Division of MAP as Program Officer.

France Trépanier has transferred from SMAQ to the Cultural Initiatives Program Division of DGAP as Project Officer.

ADMCP

Lisette Thibault, previously Senior Planning Officer in SADM, has been promoted to the position of Director, Sector Management.

Phillip Smith, who has been recently appointed Chief, Public

Broadcasting/English in the Broadcasting Policy — English Language Division of DGBP, has accepted a two-year Industrial and Scientific Exchange Assignment with the Commonwealth of Learning in Vancouver.

Robin Jackson, Acting Chief, Special Program, Film Product Importation Office, in the Film, Video and Sound Recording Policy and Programs Division of DGCI, has accepted a six-month secondment to the Canadian Radio-television and Telecommunications Commission (CRTC) as Chief, Program Content Administration.

Lucie Charron, Program Officer in the Film, Video and Sound Recording Policy and Programs Division of DGCI, has transferred to Health and Welfare Canada.

SMAQ

Pierre Brazeau, Programmer in the Integrated Systems Directorate of the Canadian Workplace Automation Research Centre (CWARC), has transferred to Correctional Service Canada.

Jocelyne Tassé has transferred from the Finance and Administration Section to the Government Telecommunications Agency as Telecommunications Officer.

Carole Tremblay-Lapointe has been appointed on an indeterminate basis to the position of Clerk in the Montreal District Office.

Sylvie Villeneuve, Library Technician in the External Cooperation Directorate of CWARC, has left the Department to join the private sector.



EDA

Lloyd Burton, formerly Radio Regulations Inspector, was promoted to the position of Inspector-in-Charge, Corner Brook Sub Office, Newfoundland.

Wallie Burke has transferred from the Halifax District Office to the Saint John District Office as Radio Inspector-in-Training.

Numa Bellefleur, previously Radio Regulations Inspector in Moncton, was promoted to the position of Inspector-in-Charge, Moncton Sub Office.

Kevin Ball, was promoted within the Saint John District Office to the position of Supervisor, Licensing and Authorization/Enforcement.

EDO

Alicia Chang has transferred from the Department of Agriculture to the Toronto District Office as Technical Assistant.

Joseph Doria, Brian Turner and Sumesh Mohabeer, previously with the private sector, have been appointed on an indeterminate basis to the position of Radio Inspectors in the Toronto District Office.

Pauline Kolissianis has transferred from the Department of Veterans Affairs to the Office of the Executive Director as Secretary.

EDC

David Migadel was promoted to the position of District Director, Edmonton District Office.

Lori Lewyta has transferred from Industry, Science and Technology Canada to the Edmonton District Office as Administration Services Manager.

Claudette Hall was promoted to the position of Administrative Assistant to the Executive Director.

EDP

The following Radio Inspectors were promoted through the EL Underfill Program:

Angela Woods, Lower Mainland District Office;

Carl Munn, Vancouver Island District Office;

Mayur Kothary, Lower Mainland District Office.

Ron Renneberg, previously with the Okanagan District Office, was promoted to the position of Development Officer/Radio Inspector in the Vancouver Island District Office.

Cindy Howat, GTA Office Clerk in the Vancouver Office, has left the Department to pursue other interests.



Retirements/Ont pris leur retraite

Howard Blaxland, Radio Regulations Inspector in the Charlottetown District Office, has retired after 32 years of service.

Howard Blaxland, inspecteur, Règlements sur la radio, au bureau de district de Charlottetown, a pris sa retraite après 32 années de service.



◆ **Charles McGee**, Assistant Deputy Minister, Arts and Heritage, has retired after 34 years of service.

Charles McGee, sous-ministre adjoint du secteur des Arts et du patrimoine, a pris sa retraite après 34 années de service.



▲ **Jeff Reijnen** (left), Assistant Shift Engineer in the Central Heating and Cooling Plant of DCAT, takes a final turn at the boiler controls after 24 years of service, as colleague **Guenter Lange** lends a hand.

Jeff Reijnen (à gauche), opérateur adjoint à la chaufferie et aux installations de ventilation centrale, DCAT, prend une dernière fois son tour aux contrôles de la chaudière, alors que son collègue **Guenter Lange** lui donne un coup de main. Il a pris sa retraite après 24 années de service.



◆ **Gerald Smith** (right), Spectrum Officer in the Spectrum Engineering Division of DGEF, cuts the cake at his retirement party honouring 47 years of service. He is joined by his wife **Lianne** (third from the left), and members of his family.

Gérald Smith (à droite), agent de la technique du spectre, DGEF, coupe le gâteau lors de la fête offerte pour souligner sa retraite après 47 années de service. Il est entouré de sa femme **Lianne** (troisième à partir de la gauche) et de membres de sa famille.



▲ **Sam Wilson** (right), Secretary to **Parke Davis**, Director General, Telecommunications Policy (DGTP), fields one last call before **Davis** presents her with her retirement certificate after 31 years of service.

Sam Wilson (à droite), secrétaire de **Parke Davis**, directeur général, Politique des télécommunications (DGTP), répond à un dernier appel tandis que monsieur **Davis** se prépare à lui remettre son certificat de retraite après 31 années de service.



◆ **Robert Catherall** (right), Standards Officer in the Vancouver Regional Office, has retired after 35 years of service. He is presented with his retirement certificate by **Bruce Drake**, Deputy Director General, Pacific Region.

Robert Catherall (à droite), agent des normes au bureau régional de Vancouver, a pris sa retraite après 35 années de service. Il reçoit ici son certificat de retraite des mains de **Bruce Drake**, directeur adjoint de la région du Pacifique.

◆ **Alexander McKay**, Senior Advisor, NATO-Civil Communications, in the Regulatory Policy and Planning Division of DGRR, has retired after 18 years of service.

Alexander McKay, conseiller principal des communications OTAN-Civil à la Division des planifications et des politiques de réglementation de la DGRR, a pris sa retraite après 18 années de service.





► Neil Parent (left), Supervisor, Licensing and Authorization/Enforcement in the Saint John District Office, shows off his retirement certificate honouring 33 years of service, while Pierre Boudreau, Executive Director, Atlantic Region looks on.

Neil Parent (à gauche), surveillant, autorisation et contrôle du spectre du bureau de district de Saint John, N.-B., exhibe fièrement son certificat de retraite après 33 années de service, sous le regard attentif de Pierre Boudreau, directeur exécutif de la région de l'Atlantique.

Director General's Award winners for 1990-1991

The Director General's Award program, established in November 1989, recognizes employees for particularly good work.

Candidates may be nominated by anyone in the Department, and are selected by assistant deputy ministers, directors general or executive directors. The following is a list of recipients of DG Awards for 1990-1991.

Gagnants de la prime du directeur général en 1990-1991

En vigueur depuis novembre 1989, le programme de la prime du directeur général souligne le rendement exceptionnel de certains employés.

Tout employé du Ministère peut proposer des candidats et candidates à cette prime. Le choix des gagnants et gagnantes est effectué par les sous-

ministres adjoints, les directeurs généraux ou les directeurs exécutifs. Voici la liste des personnes qui ont reçu la prime du directeur général en 1990-1991.

ADMAH/SMAAP

Shirley Mackenzie	DGAP
Adam Ostry	DGAP
Elizabeth Snow	APU
Robert Taylor	DGMHP
Jo-Anne Edwards	DGMHP

ADMCM/SMAGI

Sylvie Rochon	DMC
Diane Maloley	DMC
Colette Landry	DMC
JoAnn Boyer	DGFM
Dorothy Franklin	DGFM
Patrick Borbey	DGFM
Diane Lessard	DGFM
Sherril Minns	DGFM
René Nadon	DGFM
Ed Joly	DSCS
Alain Séguin	DGFM
Duncan Cumming	DGFM
Steve Boyce	DGAT
Clement Leroy	DGAT
Emmet Garrow	DGAT

Pierre Hélie	DGAT
Dave Willoughby	DGAT
Yves Brunet	DGHR
Raynald Turgeon	DGHR

ADMCP/SMAPC

Murray Fyfe	DGTP
Lise Lacroix	DGTP
Dora Mozes	DGTP
Sam Wilson	DGTP
Ian Ironside	DGBP
Michel Normandeau	DGBP

ADMRS/SMARS

Lise Gray	DMG
Simone Prazeres	DMG
Hugh Reekie	DGRC
Elie Chahine	DGRR
Lucille Donegan	DGRR
Maurice Drew	DGRR
André Foucault	DGRR
Tom Mouchet	DGRR
Johanne Serafin	DGRR
Robert Laverdure	DGEP
Veena Rawat	DGEP
John Storey	DGBT

SADM/SMAP

Francine Bertrand	DGTP
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Alan Hamilton	DGTP
Murray Hunt	DGTP
Max Melnyk	DGTP
Elisabeth Châtillon	DGIR
Larry Greetham	DGFP
Marion Haunton	DLS
David Nobbs	DLS
Denis Kratchanov	DLS
Helen McDonald	DPE
Ghislain Savoie	DGSP

Atlantic Region/ Région de l'Atlantique

Donald Cormier	RAE
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Ontario Region/ Région de l'Ontario

Joyce Sullivan	EDO/DEO
Tom Stephenson	EDO/DEO
Suzanne Dinelle	DAA
Monique Marchand	EDO/DEO
Chris Bates	ROA
Brian Quigg	ROE
Nick Kocsis	ROE

Pacific Region/ Région du Pacifique

Gladys Lim	RPPF
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Long Service Awards

35 years

Louis Brazeau, Director, Staff Relations and Compensation Division, in DGHR.

Fred Grezel, Standards Officer in the Moncton Regional Office.

25 years

Kay Reid, Compensation and Benefits Clerk, Personnel Division of the Winnipeg Regional Office.

Claude Morin, Chief of Training and Development in the Human Resources Planning and Development Division of DGHR.

Longs états de service

35 ans

Louis Brazeau, directeur, Relations de travail et avantages sociaux, DGHR.

Fred Grezel, agent des normes au bureau régional de Moncton.

25 ans

Kay Reid, commis à la rémunération et aux avantages sociaux, Division du personnel, bureau régional de Winnipeg.

Claude Morin, chef de la formation et du perfectionnement, Division de la planification et du perfectionnement des ressources humaines, DGHR.

Acton Award/Attestation du mérite à Acton



► Deputy Minister Alain Gourd recently visited the Acton Regional Spectrum Service Centre in Ontario Region to present an Employee Recognition Award to staff in the office for their work in designing software for use in spectrum-surveillance systems. Left to right: Dave Slingerland, Brent Seres, Glen Ritchie, Keith Myles, Deputy Minister Gourd, Eldon McLaughlin, Art Solomon and Barbara Andrews.

Le sous-ministre Alain Gourd a visité dernièrement le Centre régional de service du spectre à Acton, dans la région de l'Ontario, afin de présenter des attestations du mérite des employés au personnel du bureau pour la conception de logiciels destinés au système de surveillance du spectre. On reconnaît de gauche à droite : Dave Slingerland, Brent Seres, Glen Ritchie, Keith Myles, le sous-ministre Gourd, Eldon McLaughlin, Art Solomon et Barbara Andrews.

Suggestion Award

Russell Stelmack, Radio Inspector in the Kootenays District Office, Pacific Region, received a Suggestion Award for modifying vehicle and maintenance records log sheets.

Prime à l'initiative

Russell Stelmack, inspecteur radio au bureau du district de Kootenays, a mérité une prime à l'initiative pour les modifications apportées aux fiches d'entretien des véhicules.

Robert Curry

Robert Curry, ITU Notification Clerk in the Spectrum Management Directorate of DGRR, passed away at the age of 49 after a lengthy illness. He is survived by his wife Patricia and four children.

Robert Curry, commis à la section de notification de l'UIT, Direction de la gestion du spectre, DGRR, est décédé à l'âge de 49 ans après une longue maladie. Il laisse dans le deuil sa femme Patricia et ses quatre enfants.