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COMMUNICATIONS EXPRESS

Communications Canada

Canada

National program funds Department projects for disabled

by James Greer

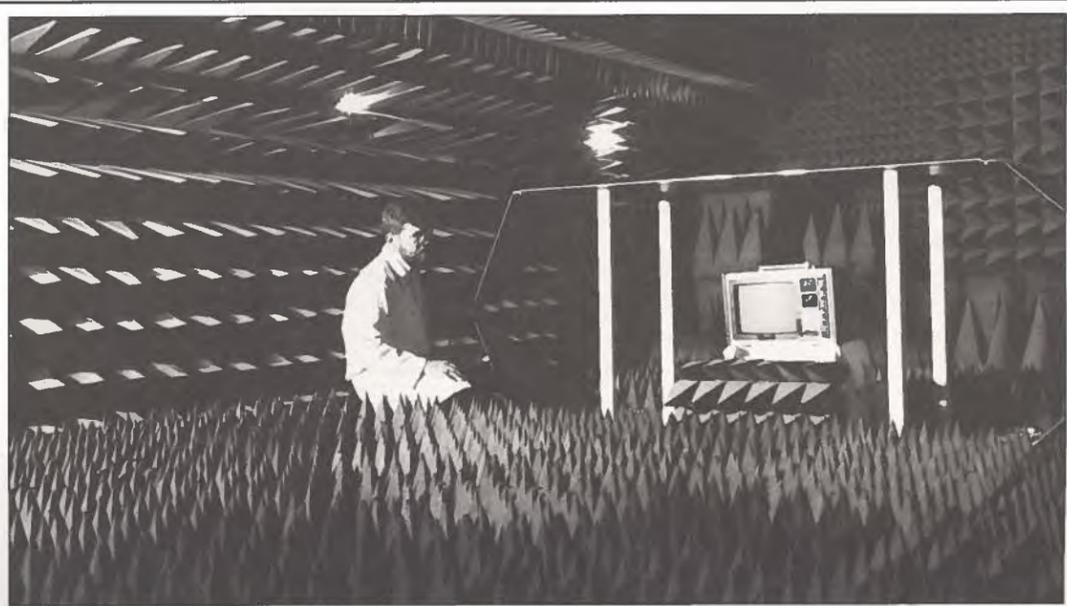
Communications Canada is testing a system that will electronically distribute newspapers to the blind as part of the Department's contribution to the federal government's National Strategy for the Economic Integration of Persons with Disabilities.

The system takes the electronic version of a newspaper and broadcasts it over the airwaves, making it potentially available to millions of homes at the same time. By connecting a personal computer with a voice

synthesizer to the broadcast receiver, visually impaired people can have the newspaper read to them. The computer lets users choose the sections and stories they want read. Trials of the system started in September.

The national strategy is an attempt to make it easier for persons with disabilities to join the workforce, says Mary Frances Laughton, Manager, Information Resource Management. Communications Canada and the National Library will

See page 8:
Disabled



The certification of equipment is a major part of the work at the Clyde Avenue laboratories. Here, Methods Testing and Standards Specialist Brian Kasper adjusts test equipment which monitors radio emissions in the anti-echo radio frequency chamber. See: "Clyde Avenue" A well-kept secret, page 6.

Ontario Region first with distributed office plan

by Verne Sparks

The smiles are evident these days at the Department's downtown Toronto office, home base for both Ontario Region and the Toronto District. After two years of study, surveys and analysis, a new "distributed office" structure is nearing implementation.

The first satellite office is to open early in 1992 in Burlington, 50 km west of downtown Toronto. Plans call for other satellite locations east and north of the city.

It will be a first for the federal public service. An example of "telework" (the generic term for arrangements linking workers to a main office from a distant work location), the distributed office will be fully integrated with the downtown office.

To the more than one-third of Toronto staffers who live outside

the metropolitan region, this development is heaven-sent. "Oh, I'm tremendously keen," says Carrie Brooks-Joiner, a regional Museums and Heritage Consultant who lives in Burlington. "I now spend three hours a day travelling back and forth, so I've been waiting for this from the beginning."

Chris Julien, a Toronto District Radio Inspector who lives in Brampton, agrees: "Absolutely. I'm all for it. It will make a big difference. You have no idea what it's like everyday, fighting traffic, finding a place to park, and the expense — it's a real hassle."

For years, long commutes and Toronto's high housing costs have sent the Toronto office turnover rate soaring. The average length of experience for the Electronic Technologist Group (EL), for example, is two to three

times greater at the three district offices closest to Toronto than it is in the downtown office.

The Canadian Workplace Automation Research Centre (CWARC) has advised and assisted Ontario Region throughout the project. René Andrews, a Senior Researcher with CWARC, explained that the Centre sees the project as an opportunity to test and elaborate the telework concept for application elsewhere.

"Two characteristics distinguish telework," he notes. "First, the transfer of the employee to the satellite office is strictly a voluntary decision of the employee, and second, in general, the work or service provided by the office would not change with the move."

Though the work remains the same, the environment will be different. Carol McGrath, the Distributed Office Task Force

Leader explains: "In the satellite offices, people will have to be more interdependent. They won't be isolated by their individual functions."

Andrews says that CWARC looks forward to evaluating the results of the change. "We want to know how the people, the jobs and the organization will be affected."

See page 8:
Distributed office

Communications policy suits ADM

by James Greer

This is the fourth in a series of articles profiling senior managers. Paul Racine, Assistant Deputy Minister, Communications Policy, spoke to Communications Express about the convergence of the services and technology used by the culture, broadcasting and telecommunications industries and the Department's role in facilitating their development.

When you consider Paul Racine's background, you understand why he views the job of Assistant Deputy Minister, Communications Policy, as a made-to-measure fit.

Racine, a lawyer by training, worked as a journalist and manager in public and private broadcasting for 18 years before joining the Department in 1983.

With Communications Canada, he has dealt with the communications and public

affairs aspects of the Department's work in Information Services, studied cultural industries and the problems of shared jurisdiction in Federal-Provincial Relations, and worked on broadcasting and telecommunications policy.

The Communications Policy sector formulates policy and drafts legislation for telecommunications, broadcasting, cultural industries (such as book publishing and sound recording) and new media (developed by merging computing and telecommunication technologies). No wonder Racine describes establishment of the sector as a dream come true.

"I have direct experience in everything I have to deal with now," says Racine. "I feel very privileged to be in this job at this time because it is a résumé of everything I love in life."

Racine became ADM, Communications Policy, when the sector was formed last year



Paul Racine

by merging the Cultural Affairs and Broadcasting sector with the Telecommunications Policy directorate. The merger reflects the bringing together of the various industries by a convergence of the services and technology they use to deliver their products, says Racine. "The divisions between these industries are becoming increasingly blurred."

See page 8:
Communications

Strategic Planning Setting the course

Communications Canada management and Minister Perrin Beatty met at the Chateau Cartier-Sheraton in Aylmer, Quebec September 9-10 to discuss strategic plans for the next 18 months.

During the Annual Strategic Planning Session, the Minister outlined how the Department's communications and culture mandate fit into the government's priorities — Canadian unity, national prosperity, social responsiveness and government effectiveness. Managers then discussed ways the Department could respond to those priorities and examined issues such as human resource management. See page 3 for coverage of the meetings.

Mayday, mayday, mayday — marine safety in jeopardy

by Rhonda Holtz

Distress calls have gone unheard as a result of interference on Channel 16, the internationally recognized calling and distress channel in the VHF marine mobile band. On the West Coast, where some 250,000 vessels ply the waters, many mariners make good use of their VHF marine radios and follow proper radio operating procedures. Those who don't pose a serious risk to the entire boating community.

The radio compliance problem is so serious that the Department's B.C./Yukon Region has launched a multi-year public awareness campaign to inform and educate marine radio users about the need for good operating procedures to help achieve a safer boating environment.

Bob Lukie, Public Affairs Officer, has been instrumental

in initiating and implementing the campaign. He says pleasure boaters operating unlicensed and uncertified radio equipment are a major target of the campaign. Untrained in the use of their radios, they often, unknowingly, abuse Channel 16 and block emergency calls.

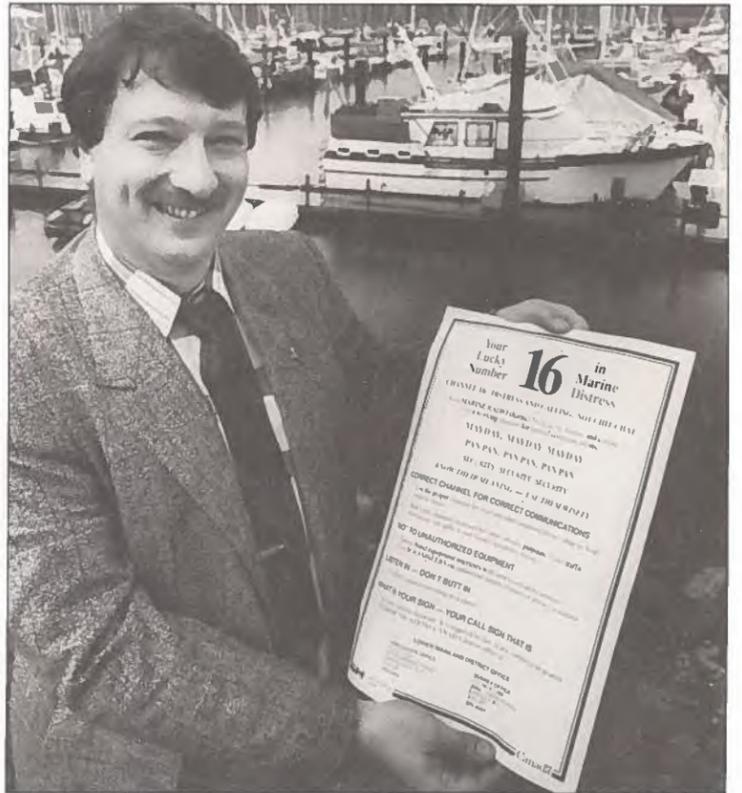
Other problems occur when people use the wrong equipment with the wrong frequency. This happens most frequently with groups of commercial fishermen looking for privacy. If one fisherman finds a spot where the fish are biting, he wants to let the members of his co-op know, but not his competitors. The members use unauthorized land-mobile equipment or tune to an agreed upon frequency for which they are unlicensed.

The frequency is likely the input to a repeater, and if the repeater picks up the fisherman's signal and rebroadcasts it, the authorized licensee is prevent-

ed from using the equipment. If the frequency is assigned to a safety service and a serious incident results, the fishermen could be held liable.

"Last summer the RCMP's main repeater for the Lower Mainland was tied up for the best part of two days," says Lukie. "On Vancouver Island, an ambulance service was off for two hours. In another incident, someone wrongly used the mountaintop repeater frequency long enough to drain the batteries. They had to shut down all trucking and logging operations on that system. It can be pretty costly, and very serious."

A major focus of the campaign is the distribution of an information poster, which Lukie and district office supervisors along the coast and in the Okanagan used to blanket the marine environment. They also spoke with journalists, who were enthusiastic to cover the story



Bob Lukie, Public Affairs Officer in the B.C./Yukon Region, with a poster informing boaters of radio regulations.

once they realized how serious the problem is. According to Lukie, it's just the beginning. "This is a multi-year commitment. Now that we've raised awareness of the Department and

the compliance problem, it's time to work with other groups to let everyone know that misuse of the radio can cause major problems."

Regionalization and Communications Canada

by Gilles Rouleau

As the Department moves to regionalize many of its programs and services, employees have raised questions about the initiative, its rationale and the benefits of a local approach to program delivery. Communications Express asked Gilles Rouleau, A/Director General, Regional Operations, to provide some insight into regionalization and how it affects Communications Canada.

Regionalization is the systematic allocation of resources to all regions of Canada,

permitting the effective delivery of programs and services as close to our clients as possible. It gives regional and district offices the authority and accountability necessary to respond appropriately to varying needs across the country.

Regionalization is not intended to isolate regions. Quite the opposite is true. Regions have a larger role to play in the design and delivery of departmental programs and services. They can creatively fulfil that role in a manner that satisfies the requirements of their environment.

In an era of diminishing resources, there is pressure to



Gilles Rouleau

deliver government programs and services more effectively and efficiently. Governments at all levels are reducing spending and restraining their growth. This

gives new energy and increased importance to regionalization.

For clients of this department (who pay for many of our services), regionalization means having local contact with departmental staff, quicker response times and improved access to programs and services. For regional staff, it means having better input into policy development and program design.

Government-wide initiatives such as Increased Ministerial Authority and Accountability (IMAA) set the corporate and cultural context for regionalization. A recent report states: "The Government wants public servants, particularly those in the

regions, to be more visible and accessible to the public." Regionalization in Communications Canada will achieve this goal by empowering all employees with the authority, responsibility, accountability and flexibility to do their work.

The first operating principle in this department's Mission Statement underlines the fundamental commitment of all staff — "Service as our highest goal". Regionalization is fully consistent with this principle and delivers that commitment to the people whose interests are paramount, the general public and clients of the Department.

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.

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Security Tips

Security is an important part of every employee's daily routine. In this issue, Communications Express continues to examine departmental security practices.

There is a precise method of sending Protected C, Confidential and Secret information.

The information must be placed in a double, sealed envelope. The inner envelope must be fully addressed, indicate the level of sensitivity of the contents, and optionally, it may be marked "TO BE OPENED ONLY BY _____." For Secret information, the inner envelope must be sealed with security tape and include a Transmittal Note and Receipt form.

These documents cannot be sent using First Class mail, but must travel by registered mail, priority post, commercial courier, an authorized individual cleared to the same level as the

information, or a classified diplomatic courier bag. The last two methods are the only ones permitted when sending such documents outside the country.

Consult Section 10 of the Communications Canada Security Manual for more information or contact Julie Côté, Chief, Security and Intelligence Programs, DSCS, at (613) 990-4430.

SMAQ posts a winner

The Société des graphistes du Québec has awarded its 1991 Award for Excellence for Posters to Communications Canada.

The winning poster, titled "The environment, a question of culture — creating the environment," highlights the relationship between architecture and the environment. One of a series promoting awareness of the connection between the natural

environment and artistic disciplines, it was prepared by François Picard of Lumbago Corp. for the Quebec sector (SMAQ).

The award was presented at a gala during the International Congress of Graphic Arts Associations, held in Montreal August 25 to September 1.



Department to focus on nation-building and prosperity

Canadian renewal was the central theme of the Annual Strategic Planning Session, held September 9 and 10 in Aylmer, Quebec, with senior management strongly endorsing the central role of the Department in nation-building and prosperity.

The purpose of the two days of discussion among senior management and Communications Minister Perrin Beatty was to develop a departmental game plan that will contribute to Canadian unity and prosperity. Social responsibility and a continuing emphasis on human resource management were also major topics covered at the session.

Canadian unity will be the government's and the Department's highest priority, said Beatty, reiterating the importance of the federal government's role in culture and communications. "Although we hear a lot of talk about devolution, about transferring programs to the provinces, the Minister made it clear that he wants the Department and the portfolio to concentrate on the many important tasks we can do to help ensure national unity and prosperity," explains Deputy Minister Alain Gourd.

"We had stimulating ex-

changes on new approaches to service delivery, particularly the need for a cultural policy statement which would describe the federal government role in the context of constitutional reform, says Gourd. Several participants also mentioned the need to adjust the way the Department does business to conform with regional sensitivities.

Many managers emphasized that Canadian identity is not strictly a cultural issue and that telecommunications plays an important role in fostering a sense of belonging, access and fairness.

In both telecommunications and culture, the need for strategic reorientation was a recurring topic. "In culture we have to empower our clients to manage vehicles of cultural expression in their area in the same way we have been empowering our employees. In telecommunications, greater collaboration with the provinces to harmonize approaches will become necessary," says Gourd.

A surprise visitor to the session, Quebec's Minister of Cultural Affairs, Liza Frulla-Hébert, confirmed this view. "She spoke about Quebec's goals in supporting its culture and was very positive about future cooperation with the Department," notes Gourd.

The Department's second strategic priority, managers agreed, is national prosperity. Advanced telecommunications services will be central to this prosperity, and the single most important item on the Department's legislative agenda will be introduction of a telecommunications bill to create a more hospitable climate for the introduction of such services.

Innovative research and spectrum management can contribute to prosperity, as can the convergence of production and distribution technologies in the cultural industries, stresses Gourd.

Beatty urged that the social implications of communications and information technologies also become a strategic priority for the Department, particularly the need to protect personal privacy in an information economy and to understand better the social and health effects of advancing technology.

An opportunity also exists for the Department to take the lead in identifying applications of technology that would promote literacy and provide better services for the disabled and other groups in society, said Beatty.



Quebec Cultural Affairs Minister Liza Frulla-Hébert joined Communications Minister Perrin Beatty at the Strategic Planning Session to provide a provincial perspective on communications and culture.

Improving management practices and internal communications

At the October 1990 Strategic Planning session, senior management launched a major initiative to improve management practices and internal communications. They identified five target areas: human resources management; operational management; regionalization; internal communications practices; and communicating the mission. Here is a summary of progress during the year since.

Human resources management — The major theme of human resources management is empowerment. Staff have been given increased responsibility and more emphasis has been placed on providing them with resources and training they need to do their jobs. Other initiatives include staff evaluations of managers and development and training for managers.

Operational management — The Committee to Reduce Excessive Bureaucracy has been working to find ways to simplify procedures and cut red tape. The first major result has been to streamline and standardize reporting procedures for the 12-month review and the budget-year operational plan.

Regionalization — The Regional Operations Branch is assessing the impact of proposed

program delegation to regions. A series of management agreements (MOUs) will be drawn up to outline arrangements and define responsibilities.

Internal communications — Employees have repeatedly suggested that direct meetings are the most effective way to communicate. The Department now informs employees about organizational change through a "fan-out" briefing system, where senior management team members brief directors general, who then brief directors and so on down the line.

Assistant deputy ministers have also made a commitment to have more face-to-face meetings with employees, especially in the regions. The meetings are followed up by printed communications.

All managers have been encouraged to hold regular staff meetings as a minimum requirement of the internal communications standard against which they are evaluated.

Communicating the mission — The 1990 series of strategic planning workshops proved to be a valuable means to encourage employee discussion and debate of the Department's mission goals and the strategic plans. The workshops continued in 1991.

Innovative human resources management a priority

by Michel Vachon

Maintaining good human relations within the Department is an ongoing exercise that calls for constant innovation, says Deputy Minister Alain Gourd.

This issue was a high priority for managers at this year's strategic planning session. Discussion focussed on the need to maintain a climate of motivation as the Department evolves to meet the changing needs of its clients and new constitutional and fiscal priorities.

"Our people have shown they are willing to adopt new approaches, such as our special operating agencies and the departmental reorganization, to deliver better service to the public," Gourd explains. "We depend on all our employees and our needs are growing."

Training was identified as a key area. Employees have given a lot of feedback over the past

two years about the need for more training. "We have been placing emphasis on training, but our employees have been telling us that we must distribute it more equitably to make sure all employees get the training they require," says Gourd.

The Deputy estimates that approximately 30 percent of employees do not receive training. "To remedy this, we have decided that every employee will receive a three-day annual training entitlement. It will be like a bank account — it's up to the employee to draw on it.

"Training will be in consultation with the employee's manager, but it's an entitlement and it's up to employees to decide whether they pursue technical training or general professional development," he explains.

The new policy will ensure that employees can adapt to

changes in the Department. "If we introduce new technology and some jobs are upgraded we are committed to finding people from inside the Department to hold the new jobs. If we upgrade a job, we will train the employees currently doing it.

"Everybody at the Department has made a contribution to our corporate culture and we would like to keep that team together," says Gourd. "In addition to our no-layoff policy, we are now committed to supporting our employees in their professional development."

"We have a responsibility to the Canadian people and to our employees to continue improving our internal management," says Gourd "This Department has been a leader in developing better management in human resources. We have to continue to build on our strengths."

Vision 2000 R&D initiatives well under way

by Stephen Rouse

Imagine catching a trophy-sized arctic char on Great Slave Lake and sending a picture of it over the phone to a friend in Chicoutimi the same morning.

Communications Canada is working to make such technology possible through Vision 2000, a private- and public-sector initiative to give Canada a global competitive edge in communications and information technology (C&IT).

Vision 2000 Inc. consists of 38 Canadian C&IT companies,

research organizations, universities, and the federal and provincial governments. It was formed in 1989 to accelerate innovations and foster collaboration in research and development to produce new Canadian products and services for the world C&IT market.

"Vision 2000 is the telecommunication industry's strategy for meeting the challenges of the 21st century," says Sandi McDonald, Manager, Government and Industry Liaison at Communications Canada. The

various groups have chosen personal communications as the main focus because it has been recognized as an area where Canada has traditional strength, and, with some work, can leapfrog its competitors, she adds.

Fifteen R&D projects with joint funding of almost \$30 million were unveiled at the Vision 2000 General Meeting in May. Communications Minister Perrin Beatty announced that the Department will participate in 11 of the projects, at a cost of \$7.7 million.

The Communications Research Centre and the Canadian Workplace Automation Research Centre will play pivotal roles in the research projects, including satellite communications, digital radio, fibre-optic transmission and phased-array antennas. Various regional projects are also under way including a vehicle-tracking system using cellular telephone networks.

Departmental regional managers and Vision 2000 staff met in Calgary in July to review the status of projects and to decide

about the role of regional staff in Vision 2000 activities.

To gain advice from users, developers and designers of C&IT, Vision 2000 Inc. is sponsoring a conference in Banff, Alberta in November, "Networking the Global Village: Charting the Course of Advanced Personal Communications." More than 500 participants from all areas of the private and public sector will discuss how to develop innovative consumer products and services.

Yellowknife District Three cover the Arctic front

by Rachele Smith

"We've got three people to run things for the Department in the top third of Canada, and that's a challenge," says Rolf Ziemann, District Director of Central Region's Yellowknife office.

While most of the Department's cultural and technology activities in the Northwest Territories are handled by the Regional Office in Winnipeg, spectrum is managed at the district level. It's an essential service in a land where radios are vital. There are no extensive telephone or computer networks.

When solar flares hit the North last July, they wiped out medium- and high-frequency radio communication. The Yellowknife office was flooded with calls from clients. Lodges, hunters and trappers, mining operations and

exploration camps were cut off from the world.

So why do people choose to live in a land where long winters are unforgiving, housing is expensive and good buys are rare? Ziemann, a long-time northerner, says, "I have no desire to live in the city again, where everybody has blinders on rushing for their bus. I like the people up here. We are a small, tightly knit community."

Clerk Judy Comerford agrees. "Friendly" is the word that comes to mind when I think of the North. The people here are always ready to give you a handshake and a smile."

Comerford has lived in the North for 23 years, raising two children, and expects to remain north until her husband retires in about seven years. It's not surprising, though, that she takes

holidays in southern California and other warmer climates.

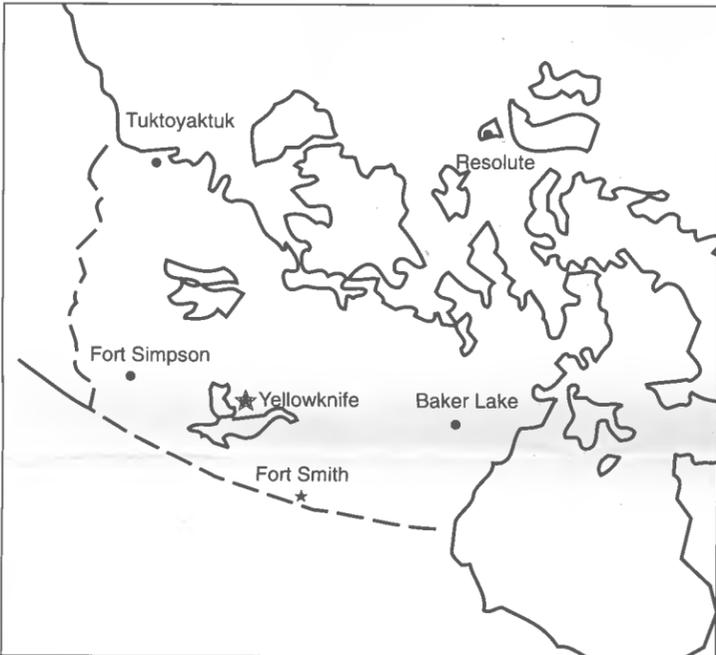
Radio Inspector Bernie Ries is the newest member of the District Office. Ries, his wife and two young daughters arrived in Yellowknife last July from the Saskatoon District Office.

"The job is very interesting, I'm finding different challenges than those I had in Saskatoon. I'm getting to travel and meet a lot of people."

The vast distances and differences between communities and residents that give the Northwest Territories much of its flavour also present the Yellowknife staff with some of its greatest challenges. Visiting three communities for radio inspections can mean a week or two out of the office and cost thousands of dollars.

The proposed division of the Northwest Territories into eastern and western territories could pose new challenges for the Yellowknife team. "Now, the prime government of the area is two blocks away," says Ziemann. "If division becomes a reality, we'll be dealing with another government in the Eastern Arctic as well."

For now, though, the Yellowknife District Office continues to play a pivotal role between the Department and the territorial government. For example, Ziemann serves as a communications advisor to the territorial government. "I sit on the Territorial Emergency Control Committee (TECC), and the Northwest Territory Steering Committee which tells the TECC what to do. So, I can tell myself what to do!" Ziemann chuckles.



District Director Rolf Ziemann



Clerk Judy Comerford



Radio Inspector Bernie Ries

Profile of the NWT

- 3,379,000 square kilometres
- 55,000 inhabitants (36% Inuit, 16% Dene, 7% Metis, 41% non-native)
- Eight official languages (Gwich'in, Cree, Chipewyan, Inuktitut, Slavey, Dogrib, English and French)
- Only six communities accessible by road year-round
- Hamburger: \$5.00

Quebec District Doing more with computers... and imagination

The Quebec District Office, on Route de l'Église, in the same building as the Sainte-Foy postal station, has a staff of fifteen, two of whom are assigned to the Rimouski Auxiliary Office. They work under the leadership of District Director Yvon Trudel, a veteran of the Department who earned his stripes working in the Quebec Region, especially at the Rimouski and North Shore offices.

Although cultural development is not the field to which the Quebec District devotes the bulk of its activities and resources, Trudel points out that, since March 1991, the Quebec District Office has been the only district office employing a full-time cultural development officer, Marie Bérubé. "This is real decentralization," says Trudel, noting among the many reasons for Bérubé's appointment, the abundance of cultural activities in the area and the movement toward regionalization of services advocated by PS2000.

The first thing that hits you when you enter the Quebec District Office is the many maps

and pieces of electronic equipment. They are there because the principal role of the Quebec District is to manage the radio frequency spectrum: evaluating licence applications, communications systems, the abilities of users, and technical quality standards. The office is responsible for a territory measuring 400,000 square kilometres with a

population of a little more than 1.3 million. The district administers 31,000 radio licences held by 5,300 users. The issuing of licences in the district puts \$3.6 million in the public coffers each year.

Many of the radio communication devices serve the Government of Quebec and its agencies, such as the Sûreté du

Québec and the Department of Recreation, Game and Fishing, and several businesses, taxi fleets, messenger services, and the growing number of cellular telephone users.

Trudel views the work of his employees as a driving force behind economic activity in Quebec. However, he also emphasizes the essential role played by radio communications in public safety. Citing last summer's forest fires in the Baie Comeau area, Trudel notes "If there hadn't been an effective radio communication system, coordination would have been much more complicated."

The Quebec District Office is responsible for the technical management of 337 AM, FM and television transmitters, and 161 cable television systems. It is constantly checking that the quality of audio signals meets technical standards. The Quebec District also conducts technical feasibility studies when an AM or FM broadcasting licence application is forwarded to the Canadian Radio-television and Telecommunications Commission.

"The complexity of our work increases every year. However, we've created some tools which allow us to work more efficiently and which amply make up for the larger workload," Trudel says.

What are these tools? Basically, they are computers. "From the beginning, we put our trust in this approach to increase the quality and efficiency of our services," Trudel says, recalling with pride that it was Michel Robitaille, the district's Licensing Section Chief, who designed a registry for radio licence applications which is now used in all district offices in Quebec.

Among current initiatives the Quebec District Office is developing a national project for gathering and recording technical data collected during radio station inspections.

"Our office is very dynamic, in both spectrum management and other activities. The employees here strive to be innovative and efficient. That's one of the advantages of decentralization — it stimulates initiative," notes Trudel.



Department joins quest for aboriginal language syllabics standard

by Stephen Rouse

Communications Canada is working with aboriginal associations in Canada to make it easier for native groups to work with computers using their own languages.

"The long-term goal of the five-year project is to create information technology applications for the aboriginal people of Canada, but first a unified character code standard is needed," says Louise Campbell, Project Officer, Informatics Applications in the Communications Development Planning Branch.

A character standard would enable aboriginal computer-users to create better educational resources such as computer-assisted learning, offer translation and publishing services, and enable them to send material anywhere in Canada, says Campbell. The code will be based on aboriginal syllabics, a symbol-based character set used by many native educators since the mid-1800s.

The need for a character standard was recognized by various aboriginal computer-users who requested a 1989 departmental survey which found many aboriginal-language groups were creating computer-based

syllabic character fonts (keyboards) independent of each other by manipulating existing software.

"These groups were spending a lot of time and resources converting English-language software into their own languages, and were often unaware that other aboriginal computer-users were doing similar work," says Campbell, the departmental project leader.

Campbell has been working with Esther Wesley, from the Ojibway Cultural Centre in Timmins, Ontario, who is directing construction of a national set of syllabics that can be used for



Louise Campbell (right) and Esther Wesley display a chart of symbols used for computer coding native language syllabics.

the Inuktitut, Cree and Ojibway language families. More than 65 submissions of syllabic characters from aboriginal language-users across Canada have been collected and will be turned into a single syllabics repertoire, in the form of a unified character chart.

"It would be nice to see indigenous peoples of Canada at the forefront of new technology. In order for that to be done properly, aboriginal people have to be more directly involved," says Harold Tarbell, National Co-ordinator, National Association of Cultural Education Centres. The Association of 72 aboriginal education centres across Canada is working with Campbell and Wesley to gain approval for the coding chart from aboriginal

computer-users later this fall.

If approved, the repertoire will be submitted to the Canadian Standards Association and the International Organization for Standardization for acceptance as a standard aboriginal character code. In the final stage of the project, the Department would support trials based on the character code to test various user applications such as specially designed computers and software. "We anticipate some new and exciting information technology developments to take place in the near future. Aboriginal people are the owners and keepers of their language — this is an exciting initiative," says Campbell.

Roots of syllabics extend back to employee's past

Louise Campbell's reasons for compiling a code set of syllabics for aboriginal languages in Canada can be traced back along the branches of her family tree.

In a sense, she is completing work begun four generations ago by her great-great-grandfather, Edward Paupanakis, a Methodist minister who participated in the original English-to-Cree translations of many documents in Norway House, Manitoba from 1840-80.

"Syllabics are easy to read because they are based on syllables. Their adoption as a teaching tool by missionaries greatly increased the literacy rate as native people learned to read and write," says Campbell, who is herself Cree.

The missionaries created the syllabics using shorthand coupled with four vowel sounds from the Cree language. Initially, only the Bible and a few hundred hymns were painstakingly translated, but the syllabics code that originated in Norway House has since spread to more than 200 languages and dialects across Canada.

Campbell is working with many groups, including aboriginal educators and computer-users, to ensure the success and extensive use of a unified syllabics code, a development that Campbell expects will lead to improved teaching and more publishing opportunities for native people.

European mission successful in promoting Canadian distance-learning know-how

by Michel Vachon

A Department-led mission to Europe to promote Canadian expertise in distance learning surpassed expectations, says Dr. Keith Chang, Director, Technical Marketing and Economic Development.

"We had hoped to learn more about European activities, make Canadian technology and capabilities better known and work towards some long-term partnerships with the Europeans," says Chang. "Not only did we accomplish those objectives, some companies made immediate sales, which is very unusual."

The Canadian Mission to Europe on Distance Learning and Computer-Based Training, which took place June 17-27, was jointly sponsored by External Affairs and International Trade and Communications Canada. It was composed of 17 representatives from industry, research organizations, government and academia. The mission was organized by Thérèse Rivest, Senior Analyst, Telematics Development and the Department was also represented by Chang, who led the mission, and by Dr. Jocelyn Picot, Director, Organizational Research.

Meetings were held with distance-learning service providers, training institutions,

computer companies, research centres, and educators in Britain, France, Italy, Belgium and the Netherlands. The Canadian delegation also visited some distance-learning programs, including Britain's Open University and the Free University of Belgium.

Distance learning uses technology to provide education for people unable to travel to educational institutions because they live in remote areas, are disabled or haven't the time for formal schooling. "Distance learning includes teaching over telecommunications networks, open learning through broadcasting systems, computer-based training, and interactive multimedia," explains Chang. Many organizations and businesses have found distance learning based on computers and multimedia an effective, economical way to train employees.

Canadian organizations have a good track record using advanced technology to provide educational services, says Chang. "It was inevitable that we would develop distance learning; the country is so vast and providing educational services to people in rural and remote areas is a challenge we had to meet. While others have been planning for distance learning we have been doing it."

The European Economic

Community has launched a major initiative to develop distance learning, called DELTA, developing new technology and implementing innovative, large-scale projects, Chang says. "Our mission identified a number of opportunities where, given our respective strengths in this area, we could benefit from joint projects or other co-

operative activities with the Europeans."

Valuable contacts among the Canadian representatives were an unexpected benefit of the mission, says Chang. "This was the first time representatives from across Canada got together. Everyone learned a good deal about what Canadians can do in distance learning. The 17 group

members could form the basis of a Canadian organization for distance learning and will meet again."

Further meetings with the Europeans to identify market opportunities and possibilities for collaborative research and development, including a possible workshop and an incoming mission from France, are also planned.

High school student benefits from co-op program

by Stephen Rouse

Squeezing lemons at a refreshment stand was the only "real job" Ottawa high school student Sarah Klotz had held prior to a recent four-week co-op term at Communications Canada as a research assistant with the Heritage Strategy Working Group.

"This job definitely beat working at a lemonade stand. Everyone treated me like an adult — that was kind of neat," says 16-year-old Klotz, whose qualifications included a keen enthusiasm for history, research and writing.

Robert Taylor, Senior Policy Advisor with the Heritage Strategy Working Group, supervised Klotz, creating a work plan, monitoring her work and reporting weekly to Dorinda McCarthy, a co-op program

co-ordinator for Ottawa's Colonel By High School.

Drafting a national heritage strategy is a central goal of the Working Group, one where Taylor saw an opportunity to use Klotz's talents. Klotz spent her term compiling a digest of various provincial heritage policies for use by the Working Group in discussions with the provinces.



Sarah Klotz

Taylor also arranged behind-the-scenes tours of the Canadian Conservation Institute (CCI), the Canadian Museum of Civilization, the Canadian Heritage Information Network (CHIN), and the National Archives of Canada which allowed Klotz to speak with research scientists and historians.

"We tried to make it as much of a learning experience as possible," says Taylor, pointing out that such programs are an excellent public relations opportunity for the Department, and expose participants to real-life work situations.

"I had no idea a lot of these career opportunities existed such as those at CCI or CHIN — it changed my mind about sciences," says Klotz, whose term at the Department also earned her a grade 11 course credit.

Communications Canada gets a bearing on direction-finding equipment

by Jim Greer

Communications Canada is evaluating two mobile radio direction-finding (RDF) systems for use in tracking down spectrum interference.

The evaluations, scheduled to end by December, have two purposes, says Don Paskovich, Operations and Methods Analyst, Automated Spectrum Management Directorate, Engineering Programs. "We are testing the two units to see how they are used in the field. Later, we can develop new equipment better suited to the needs of district offices."

The evaluations will also give inspectors experience using the equipment, Paskovich adds. Currently, the Department has

some direction-finding equipment of limited capacity; inspectors often have to track down interference by measuring signal strength with a directional antenna.

The two systems being evaluated differ considerably. One receives signals over a wide range of frequencies (25-1300 MHz), is easy to assemble and costs \$60,000. The other needs some modifications by the Department, requires several antennas to cover a more limited frequency range and costs \$2,000.

The direction finders will be shared among the regions when the evaluations are finished, and may also be used as emergency response units, says Paskovich. "Both units can be shipped

anywhere in the country overnight, and are easy to set up and use," he adds.

The systems should save a lot of investigation time, says Ron Gloux, Specialist, Investigations, Lower Mainland District Office, Pacific Region, who has already used one of them to shut down a pirate FM radio station (see story this page).

"When you're tracking signals by their strength in a city, it can take a lot of time. The signal needs to be on pretty well continuously and you're very visible driving up and down the same street with an antenna on the car roof and 'Canada' painted on the side. If you're tracking an illegal



Radio Inspector Robert Régimbald adjusts the settings on the Techcomm Direction-Finding System, one of two systems the Department is evaluating, to find a signal's direction.

station, all the person running the transmitter has to do, if they are just a little bit cautious, is turn off the signal and we can't find them," says Gloux.

"With the direction finders, we get an instantaneous bearing. They actually point to the source," Gloux adds.

Direction-finding system points the way to pirate radio station

New radio direction-finding (RDF) systems are helping radio inspectors catch unlicensed spectrum users.

An illegal FM radio station was pinpointed and shut down August 22 in Vancouver by Pacific Region inspectors using one of the new systems. The station, broadcasting music continuously for four days, could be heard 20 km away.

The station operators will probably be charged, says Ron Gloux, Specialist, Investigations, Lower Mainland District Office.

The RDF equipment pinpointed the transmitter, says Gloux. "We had a good idea where the transmitter was, but we had to know precisely in order to get a search warrant. It

was in one of several closely spaced buildings with several apartments and we had to know which one."

"The system pointed right at the wall the antenna was mounted on," says Tom Batts, a Lower Mainland District Engineering Technologist who worked with Gloux on the case.

"The whole operation lasted two hours; one hour to unpack the unit, read the instruction manual, and install the system in our car and one to find the building," says Batts.

"It was a real treat to have a direction-finding unit," says Batts. "Field inspectors have always wanted one and it should save a lot of investigation time."

New tool helps plan your career

by Serge Martin

The Department now has a tool, the *Career Planning Guide*, which employees can use to help plan their careers. Developed in the Atlantic Region, the guide is for anyone interested in achieving career objectives.

"The guide is easy to use, and makes people stand back a bit and assess their career accomplishments," says Eugène Aucoin, Personnel Manager, Atlantic Region, one of the principals behind the guide.

The guide, a folder, has three sections to be filled out. Users must

first assess their strengths and weaknesses. Then they specify the type of position or job they want and define what they need to do to attain their objectives.

"Then employees can prepare a plan for acquiring the skills needed to achieve their goals," says Aucoin. The exercise takes very little time and, once completed, allows people to see at a glance the various elements of the career plan, he notes.

"The guide is attractive and was well received by employees in the Atlantic Region," says Paul Soucy, Regional Manager, Public Affairs, Atlantic Region.

The Pacific Region, which also participated in the project, plans to present the guide to its employees at career counselling sessions this fall.

"These days, with the job market becoming increasingly competitive, both within and outside the public service, good career planning has become more important for anyone seeking advancement. Consequently, the *Career Planning Guide* is a tool which has come along at just the right time," says Aucoin.

For further information, contact: Eugène Aucoin at (506) 851-6550.

"Clyde Avenue" A well-kept secret

by Deb Finn

Two buildings, a tent and a satellite dish in the fields near Clyde Avenue in Ottawa's west end mark Communications Canada's best-kept secret — the Certification and Engineering Bureau (DEB).

The Bureau's 26 employees help develop standards and methods for testing radio and telecommunications equipment; maintain and calibrate more than 400 pieces of test equipment annually; assist departmental inspectors in verifying the accuracy of their equipment; and collect ionospheric data.

Radio and telecommunications certification is DEB's most visible work — more than one million of the red and white certification stickers found on the back of radio and telecommunications equipment are sold every month. Currently, most

certification testing is done by private-sector laboratories, but the Bureau will provide testing services if they aren't available elsewhere or when confidentiality is essential.

Recent changes in technology have resulted in more emphasis on development of broadcasting standards. "Standards for radio and television transmission and reception are becoming more important, especially since so many new devices contain microprocessors, which can be subject to, or cause, radio interference with other pieces of equipment," says Pierre Jasmin, Manager, Measurement Methods and Operations.

The Bureau also provides clients with engineering advice on test methods and engineering briefs, which are mandatory for equipment certification. It also publishes guidelines on how

Who's Who at Clyde Avenue		
Director Ken Holt	Equipment Standards, Maintenance and Calibration Manager Guy Lavoie	Equipment Certification Clerks Jacquelynn Greening Madeleine Sullivan
Measurement Methods and Operations Manager Pierre Jasmin	Telecom Measurements and Calibration Specialists Robert Scharf Gabriel Clavel Marcel Brunet	Telecom Equipment Certification Specialists Neil McGrath Jean-Pierre Bisson
Head of Engineering Support Gordon Bird	Maintenance and Calibration Technologist Dan Sigouin	Terminal Equipment Certification Specialists Arthur French Duncan Gifford
Specialists in Methods Testing and Standards Brian Kasper Harry Lajeunesse Robert Corey	Telecom Maintenance and Spectrum Management Specialist Ross Ritchie	Administrative Assistant Sylvie Prézeau
Acting Head of the Data Reduction Centre Paul Campbell		Administrative Clerks Dorothy Mueller Murray Webster Lise Faustin Peter Wolters
Equipment Approval Manager Jim Lafrenière		

to submit an application for certification of both radio and terminal equipment. "The steps candidates follow are the same, whether they are the world's

biggest communications conglomerate or a basement inventor," says Arthur French, Terminal Equipment Certification Specialist.

In addition to departmental work, DEB collects data about changes in the ionosphere for the Department of National Defence.

People and Places

(from July 1 to August 30, 1991)



SADM

Viviane Farmer was appointed Senior Policy Analyst, Fiscal and Strategic Policy Analysis, DGSP.

Raymond LePage has transferred from the Strategic Planning Division of DGCP (ADMRS) to the Strategic Policy Planning Division of DGSP as Planning Advisor.

Charles Ouellette was promoted to Systems Manager, Micro-computer Systems, Policy Sector Planning and Coordination Division.

Francine Anglehart has transferred from the Cultural Initiatives Program to Information Services as Secretary to the Director General.

Lyne Bourget has been appointed on an indeterminate basis to the position of Planning Analyst, Priority Planning and Government Business, DGSP.

ADMCM

Lina Charette was appointed Assistant to the Director, Human Resources Planning and Development, DGHR.

Raymond Proulx has transferred from Energy, Mines and Resources Canada to Personnel Operations, DGHR, as Corporate Classification Advisor.

Suzanne Godbout has accepted an eight-month secondment from the Treasury Board of Canada to the Security and Communication Support Services Division as Security Officer.

Louise Dubois, Personnel Advisor for the ADMCM sector, has left the Department to join the Canadian International Development Agency.

Coleen Baldwin has transferred from Public Works Canada to Plant Engineering Services, DCAT, at CRC as Shift Engineer.

Michel Florent was appointed on an indeterminate basis as

Storesperson, Materiel Management and Contracting Services, DCAT.

Jean-Noël Gilbert, previously with the Canadian Armed Forces, was appointed COMSEC Analyst, Security and Communications Support Services.

René Nadon was appointed on an indeterminate basis as Cheque Distribution Clerk, Financial Policy, Systems and Accounting, DGF.M.

Denise Charron was promoted to Purchasing and Invoice Officer, Materiel Management and Contracting, DGAT.

André Giroux, previously with JSI Telecom, was appointed Development Technician, Technical Services, DCAT at CRC.

Lynn Mathews was promoted to Index and Systems Support Clerk, Administrative Documents Services, DGAT.



ADMAH

Gisèle St-Amand, Acting Planning Officer, Sector Management, ADMAH, has left the Department to pursue other interests.

Michelle Rousseau has joined the Department as Secretary to the Assistant Deputy Minister.

Sylvie Desjardins was appointed on an indeterminate basis as Junior Project Leader, Systems Development Division, Canadian Heritage Information Network.

Janet Atchison, Administrative Assistant, Conservation Research Services, Canadian Conservation Institute, has left the Department to pursue other interests.

Mary Lou Myers, **Scott MacCallum**, **Terry Deavey** and **Denis Simard** were all appointed on an indeterminate basis as Computer Systems Analysts, Systems Development Division,

Canadian Heritage Information Network.



ADMCP

Pierre Leduc has been appointed Director, New Media – Policies and Strategies, Telematics and New Media.

Line LeBlanc was promoted to Administrative Officer in the Cultural Industries Branch.

Heather Wallace was appointed Sound Recording Policy Officer, Film and Video Policy (English Market), DGCI.

Lise Gauthier has transferred to the Sector Management Division as Data and Information Coordination Clerk.

Francine Beauchamp was promoted to Administrative Officer in the Telematics and New Media Branch.



ADMRS

Lynn Elliot Sherwood was promoted to Executive Manager, Senior Executive Network.

Chris Lafkas was appointed Chief, International Services, Terrestrial Services Frequency Management, Spectrum Management Operations, DGRR.

David Bosquet, previously Radio Inspector with the Toronto District Office, has been appointed National Systems Technologist, Spectrum Management Operations, DGRR.

Robert McRae, previously with External Affairs and International Trade Canada, was appointed Head, Automated Operations, Spectrum Management Operations, DGRR.

Jacques Adams-Robenhymer has transferred from Transport Canada to the Development and Engineering Division of PGTA as Manager, Telecommunications Planning.

Jean-Claude Brien has been appointed Senior Spectrum Engineer, Spectrum Engineering Division, DGEP.

David Clemis has transferred from Revenue Canada, Taxation, to the Informatics Planning Division of DGIM, as Strategic Technology Planner.

Guy Mitchell was appointed Manager, Microwave Spectrum Engineering, Spectrum Engineering, DGEP.

Cheryl Myrosh was appointed Cable TV Analyst, Broadcast Applications Engineering, DGBR.

Monique Richetts was appointed Assistant to the Chief, Production of Publications, Spectrum Management Operations, DGRR.

Marcia Wright was appointed as Land Mobile Systems Support, Automated Applications Division of DGRR.

SMAQ

Alain Bouffard has transferred from the Rimouski Auxiliary Office to the Quebec District Office as Radio Inspector.

Donald Ringuette, previously Personnel Clerk, Personnel Coordination Division, has joined the Department of Justice as a result of a promotion.



EDA

Richard Arnold, previously Radio Inspector in the Halifax District Office, has been promoted to Inspector-in-charge, Charlottetown District Office.

Leslie Patriquin, formerly with Statistics Canada, was appointed Administrative Assistant in the Halifax District Office.

Sheldon Collins has transferred from the Toronto District Office to the Halifax District Office as Radio Inspector-in-training.

EDO

Rita Hoffman, Central Records Assistant in Management Services of the Regional Office, has left the Department to pursue other interests.

Tony Komljanec and **Bruce Baker** were both promoted to Radio Inspector, Specialist, within the Toronto District Office.



EDC

Marcia McKay, formerly with Supply and Services Canada, has been appointed to the position of Manager, Finance and Administration, in the Winnipeg Regional Office.

Belaineh Deguefé, previously Cultural Development Officer, was promoted to Manager, Regional Development in the Communications and Culture Division of the Winnipeg Regional Office.

Bernard Ries has transferred from the Saskatoon District Office to the Yellowknife District Office as Radio Inspector.

EDP

Barry Isherwood was appointed Developmental Officer/Radio Inspector in the Victoria District Office.

Jane Wiebe, Office Manager in the Victoria District Office, has left the Department as a result of a relocation of spouse. **Fran Stelmer**, formerly Authorization Clerk, is replacing her as Office Manager.

Susan Matasi, Manager, Telecommunications and Technology, Communications and Culture, has accepted a one-year Interchange Assignment with the Legal Information Systems and Technology Foundation in Vancouver.



Retirements/Ont pris leur retraite



Carm Lawson (right), Word Processing Operator in DGIS, receives a retirement plaque from Communications Minister Perrin Beatty honouring her retirement after 17 years with the Department.

Carm Lawson (à droite), opératrice de traitement de textes pour la DGIS, reçoit de la part du ministre des Communications, Perrin Beatty, une plaque en l'honneur de son départ après 17 ans de service.



Before retiring, Elroy Cox, Production Control Clerk in the Plant Engineering Services Section of DCAT at CRC, shows how he stopped phone calls from "bugging" him during his 30 years of public service.

Avant de prendre sa retraite, Elroy Cox, commis au contrôle de la production, Service d'ingénierie des installations, DCAT, CRC, nous a montré comment il s'y prenait pour se débarrasser des appels importuns, pendant ses 30 années de service.



Orville Stanley (left), Technologist in the Prototype Development Services Section of DCAT (CRC), performs a final machining task before retiring after 25 years of service. Pierre Lortie, Manager, Mechanical Lab, lends a hand.

Orville Stanley (à gauche), technologue des services de fabrication de prototypes de la DCAT (CRC), exécute une dernière tâche avant de nous quitter après 25 ans de service. Pierre Lortie, gestionnaire, Laboratoire, mécanique, lui donne un coup de main.

Long Service Awards Longs états de service

25 years

Louise Blondin, Officer, Systems, Training, Pay and Benefits in the Staff Relations and Compensation Division of DGHR.

Martin MacLellan, Manager, Technology and Telecommunications, in the Communications and Culture Division of the Moncton Regional Office.

25 ans

Louise Blondin, agente, systèmes, formation, rémunération et avantages sociaux, à la Division des relations de travail et des avantages sociaux (DGHR).

Martin MacLellan, gestionnaire du Développement technologique et des télécommunications à la Division des communications et de la culture du bureau régional de Moncton.

Gaby Warren, Director General, International Relations (right), retiring after 29 years of service, receives his farewell from Deputy Minister Alain Gourd at his retirement dinner.

Gaby Warren (à droite), directeur général des Relations internationales, qui prend sa retraite après 29 ans de service, reçoit les adieux du sous-ministre Alain Gourd, à l'occasion d'un souper en son honneur.



John Maggio

John Maggio, previously Director of the Hamilton District Office, EDO, passed away on July 17, 1991. John worked for the public service from 1942 to 1981. He is survived by his wife Dorothy and three children, David, Rick and Paul.

John Maggio, auparavant directeur du bureau de district de Hamilton, DEO, est décédé le 17 juillet 1991. John a travaillé à la fonction publique de 1942 à 1981. Il laisse dans le deuil son épouse Dorothy et ses trois enfants, David, Rick et Paul.

Awards/Distinctions

Two researchers from the Canadian Workplace Automation Research Centre, Dr. Duncan Sanderson and Robert Dupuy, recently received a special recognition award from the International Teleconferencing Association. The researchers studied the effectiveness of teleconferences and audio-graphic technology in the telework of an office ergonomics consultant.



Deux chercheurs du Centre canadien de recherche sur l'informatisation du travail, Duncan Sanderson et Robert Dupuy, viennent de recevoir une distinction spéciale de l'International Teleconferencing Association. Les chercheurs ont examiné l'efficacité des vidéoconférences et des technologies audiovisuelles dans l'environnement «télétravail» du bureau d'un consultant en ergonomie.



After many, many years of preparing award certificates for others, Luigi Ricottilli (left) and Ernest Sharpe (right), of the Broadcasting Regulation Branch, were presented their own awards by Michel Séguin, Director General, Human Resources. The two received the Special Contribution Award for prompt service in creating certificates for the Department's Incentive Award Program.

Après des années à préparer des attestations du mérite pour d'autres, c'est au tour de Luigi Ricottilli (à gauche) et de Ernest Sharpe (à droite), de la Direction générale de la réglementation de la radiodiffusion, de voir souligner leur travail. Le directeur général des ressources humaines, Michel Séguin, leur a remis une attestation de contribution spéciale pour le service rapide qu'ils ont toujours assuré dans le cadre du Programme des primes d'encouragement.

Disabled continues from page 1

spend \$8.1 million for their part of the strategy, which was announced on September 6 by Prime Minister Brian Mulroney and will cost \$158 million over the next five years.

Communications Canada's role in the strategy is to facilitate communications for the disabled. "These efforts are vital because a person who cannot communicate will never join the workforce," Laughton says.

Another project involves audio captioning of the action in television programs. The system would broadcast to visually impaired people a verbal

description of the on-screen action on a separate audio channel. "It would turn the show into a radio drama," says Laughton.

The Department's contribution to the strategy will have three parts. In addition to projects that develop and test communication devices for people with disabilities, the Department will inform industry and the general public about equipment available to persons with disabilities. The Department and the National Library will also study alternative publication formats suited to people with disabilities.

Distributed office continues from page 1

Of course, there is a heavy technological component involved, but for us the focus is on the organization and the people."

McGrath echoes the sentiment. "Improving the quality of working life is the major objective of this project. The employees are excited about this and many are looking forward to working closer to home. So we want to get it right, and we're listening closely to what they are telling us."

The people affected seem to appreciate the task force's efforts. Says

Don Walker, Manager of Client Services, Government Telecommunications Agency: "It was a bit hairy in the beginning when nobody knew what was going on, but overall I've been impressed by the forthrightness of the people I've been involved with. They done their best to keep us informed, and to let us have our say. Let's face it, too, all organizations have to deal with unexpected changes and delays. I think the process has gone pretty well."

Communications continues from page 1

So it is essential that we take into account the relationship between them."

Accordingly, the Communications Policy sector has drafted new telecommunications legislation which Racine says will complete a three-part legislative framework for the telecommunications and broadcasting industries. "We already have two of the pieces in place. The *Radiocommunication Act* was passed in 1989 and the *Broadcasting Act* was proclaimed a couple of months ago," he says.

This framework is important for these industries, says Racine, because they are part of the single most important sector in a modern economy. "These industries have a

tremendous impact on the life of the general population. Telecommunications is the one industry where Canada is still a world power. We need to be sure that we have a system that will facilitate the development of these industries instead of hampering them."

The Communications Policy sector is also developing a cultural industries strategy and pushing forward with phase two of the *Copyright Act*. "If we can do all this by the end of the year, we will have done an extraordinary job. We will have done what some people have been dreaming of doing for the last 25 years," says Racine.

Handicapés suite de la page 1

Communications et la Bibliothèque nationale y consacreront pour leur part 8,1 millions.

Dans le cadre de la stratégie, le rôle du ministère des Communications est d'aider les personnes handicapées à communiquer. «Nos efforts sont cruciaux, puisque pour faire partie de la population active, il faut absolument pouvoir communiquer», signale M^{me} Laughton.

Il existe aussi un projet d'«audio-vision» d'émissions de télévision. Destinée aux personnes ayant une déficience visuelle, l'audio-vision consiste à diffuser, sur un canal audio parallèle,

une description verbale des aspects visuels de l'émission. «On en fait ainsi une sorte de pièce radiodiffusée», précise M^{me} Laughton.

La participation du Ministère à la stratégie se fera en trois parties : élaborer et faire l'essai des dispositifs de communication pour les handicapés, ainsi qu'informer l'industrie et le grand public des dispositifs qui sont offerts. Enfin, le Ministère et la Bibliothèque nationale examineront les autres formats possibles de publications qui peuvent convenir aux personnes handicapées.

Bureau décentralisé suite de la page 1

Le travail demeure le même, mais le milieu change. Carol McGrath, directrice du groupe de travail sur le bureau décentralisé, nous explique : «Dans un bureau satellite, il faut que les gens soient plus interdépendants. Ils ne seront pas isolés par leurs fonctions individuelles.»

Le CCRIT attend avec impatience de pouvoir évaluer les résultats du changement, nous dit M. Andrews. «Nous voulons savoir comment les gens, les emplois et l'organisation vont être touchés. Évidemment, la composante technologique est importante, mais pour nous, l'accent porte sur l'organisation et les gens.»

Même sentiment chez Carol McGrath qui ajoute : «Améliorer la qualité de vie au bureau est le principal objectif de ce projet. Les employés sont emballés et attendent seulement de pouvoir travailler plus près de

leur domicile. Pour ne pas nous tromper, nous écoutons attentivement ce qu'ils ont à nous dire.»

Les personnes touchées semblent apprécier les efforts du groupe de travail. Voici ce qu'en pense Don Walker, gestionnaire des services aux clients à l'Agence des télécommunications gouvernementales: «C'était un peu inquiétant au début lorsque personne ne savait trop à quoi s'attendre, mais je suis impressionné en général par la franchise des gens. Ils n'ont pas ménagé leurs efforts pour nous tenir au courant et nous laisser nous exprimer. Il faut aussi se rendre à l'évidence: toutes les organisations ont à faire face à des retards et à des changements imprévus. Dans ce contexte, je pense que les choses vont bon train.»

SMA suite de la page 1

précise M. Racine, la démarcation entre ces industries devient de plus en plus floue, et il est essentiel que nous restions au fait de leurs relations.»

Les gens du Secteur de la politique des communications ont rédigé un projet de loi qui complétera le triptyque législatif sur les industries des télécommunications et de la radiodiffusion. La *Loi sur la radiocommunication* a déjà été adoptée en 1989 et la *Loi sur la radiodiffusion* a été proclamée il y a quelques mois.

Ces lois sont capitales pour ces industries qui forment le secteur le plus important de l'économie contemporaine. «En effet, elles ont d'énormes répercussions sur la vie du Canadien moyen,

précise-t-il. Les télécommunications sont le seul domaine où le Canada est resté maître, et nous devons faire en sorte que notre régime juridique en favorise le développement.»

Le Secteur de la politique des communications est également en train d'élaborer une stratégie pour les industries culturelles et de faire avancer le deuxième volet de la révision de la *Loi sur le droit d'auteur*. «Si nous réussissons à abattre toute cette besogne d'ici à la fin de l'année, nous aurons fait quelque chose d'extraordinaire, souligne M. Racine. Nous aurons achevé ce que certains rêvent d'accomplir depuis 25 ans!»