

COMMUNICATIONS

June 1989


Express

Canada

Act updated to keep pace with new radio uses

by Marie Patterson

The legislation which governed Canada's airwaves in the era of the 1930s' radio series *The Happy Gang* is sadly out-of-date when it comes to regulating the thousands of other uses radio now has, regulators say.

Radio waves are now used in satellite transmissions, radar, navigation systems and a host of other applications.

As a result of several years of work to update the rules, Communications Minister Marcel Masse tabled the new Radiocommunications Bill in the House of Commons April 12. It is the first major revision to the *Radio Act* since it was passed in 1938.

"After 50 years, it's timely to look at why an act was in place

and do a general housecleaning of it in order to accommodate new technology," says David Dawson, Regulatory Policy Analyst in ADMSR, who worked on the Bill. "Nobody leaves anything lying about for that long."

The *Radio Act* promotes the orderly use and efficient development of radiocommunications in Canada. The Act enables the Department to facilitate access to the radio frequency spectrum and to maintain its usefulness by minimizing interference and wasteful use.

The original legislation did not effectively prohibit the use of substandard equipment. Under the new bill, the emphasis is on preventing substandard equipment from being sold in the first

place. The Department would be allowed to regulate manufacturers, importers and distributors of radio-sensitive equipment that is liable to malfunction in the presence of radio interference.

This equipment includes a wide range of products, such as heart pacemakers, computers, railway crossing gates and stereos. The Department can ensure these devices meet electromagnetic immunity standards; that is, that they are designed to reject radio interference and continue to operate normally.

Dawson says the Department gets many calls each year from people complaining about equipment malfunctioning or picking

See page 2 : Act



David Dawson, Regulatory Policy Analyst, and Elizabeth Gilhooly of Legal Services admire the fruits of their labours — the new Radiocommunications Bill. Absent from the photo are Eve Poulin, also of Legal Services, and David Townsend, formerly with the Department and now a professor of law at the University of New Brunswick.

Masse receives ISDN Report

Canadian standards for a new generation of telecommunications equipment should be established based on the international standard requirements, according to a report from the Private Sector Advisory Committee on the Integrated Services Digital Network (ISDN), released by Communications Minister Marcel Masse on May 2.

The Advisory Committee, chaired by John Lawrence, former Vice-Chairman (Telecommunications) of the Canadian Radio-television and Telecommunications Commission (CRTC), looked at all aspects of ISDN implementation and service in Canada.

At a press conference held to release the report Lawrence said:

"The commercial introduction of ISDN services in Canada should be based on customer access technology founded on Canadian standards. Canadian standards-writing bodies should give immediate attention to adoption of appropriate standards."

ISDN will provide a universal telecommunications architecture based on international standards to support a wide range of voice, data and image services through a single customer access line. The report recommends that customers should have the choice of owning the ISDN terminating access, known as the NT1.

"The recommendations as a whole foster the competitive

See page 9 : ISDN

IMAA signed

As *Communications Express* went to press, the Department had just signed a Memorandum of Understanding with Treasury Board concerning Increased Ministerial Authority and Accountability (IMAA). The agreement will reduce the Department's administrative burden, while providing more management flexibility. Details will be provided soon.

On the inside

- Automated translators under development at CWARC, p. 3
- An interview with Marcel Masse, p. 4
- Helping to preserve Canada's rich heritage, p. 8



Ross Ritchie (left), Guy Lavoie (centre), and Bob Scharf (right), all of the Clyde Avenue Certification and Engineering Facility in Ottawa, install equipment for the amateur radio station at departmental headquarters.

Communications on the air

Communications Canada VY9CC, the Department's amateur radio station, signed on the air April 3 to kick off the 20th anniversary celebrations.

For the next year, employees can experience live radio communication by contacting ham radio operators across Canada and around the world.

The station, located in the

lobby of Journal Tower North, is equipped with two high-frequency (HF) transceivers that operate on all amateur HF bands. Equipment for the station, mostly supplied by employees, was installed by staff from the Clyde Avenue Testing Bureau.

Employees who are qualified amateur radio operators supervise the station during

hours of operation — between 7 a.m. and 8 a.m., noon and 1 p.m. and after 4 p.m. — and help others work toward obtaining or improving their amateur radio operator qualifications.

Anyone interested in learning more about the operation of the station can contact Andy Cobham at (613) 990-4735.

Canadian culture takes to the skies

When Air Canada passengers put on their headphones and get ready to watch the in-flight movie, the film they'll see may be Canadian.

The Department's Broadcasting and Cultural Industries Branch has undertaken a project aimed at getting more Canadian films shown on Air Canada

flights. The Branch is now screening movies to present to the airline as alternatives to the largely American selection it receives from a U.S. distributor.

"It's been a pet peeve of mine, having travelled on Air Canada several times and having to watch foreign, mostly American, films," says Robin

Jackson, Chief, Film and Video Policy. "I thought we could show something just as good."

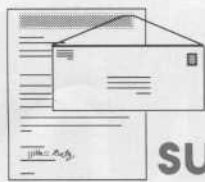
Jackson says the idea took hold a couple of years ago. If Air Canada agrees to show a movie suggested by the Department, it will work out an agreement with

See page 9 : Skies



Communications Canada : 20 years of service, innovation and creativity





From the suggestion box...

Job sharing

I have heard of job-sharing programs, where two or more employees share the same job with each working part of the year. This type of program would employ more people for the same number of person years. Could this be instituted at the Department?

Treasury Board encourages the use of part-time employment whenever possible.

Usually, employees approach their supervisor and sector personnel adviser with a proposal. The type of job, operational requirements and the skills of the employees involved are considered before any approval of job sharing is given.

Training principles

Does the Department's management training reflect the importance which senior management attaches to the Mission Statement and Operating Principles?

The course content and structure of the most recent supervisory orientation training course was recently revised to reflect the Mission Statement and Operating Principles. We hope this will encourage participants to evaluate themselves and the quality of their interaction with peers, subordinates and superiors.

Several new topics were added, including values and attitudes, meetings, group dynamics, negotiating skills, the departmental mission and career development.

We will be continuing to gear the course toward the operating philosophy, so it will be an important tool for realizing our mission.

Refreshing language

What is available for improving first-language proficiency?

Any employee of either language group can take a refresher course on their first language, subject to management approval. As we are moving more and more toward "self-taught" courses, the two following are suggested:

- The CAFÉ course, offered by the University of Montreal, is a three-part, self-taught refresher course for written French. The exercises include spelling, verb agreement, phrase construction, vocabulary, and avoiding anglicisms. Cost for each of the three sections is \$25, which will be reimbursed by the Department upon completion.
- For English-speaking employees, Grammatik III, a computer program which reads WordPerfect documents and indicates grammatical and stylistic errors, is available. The program does not correct the text, however. The package of three disks is available for \$90.

To register for CAFÉ or obtain Grammatik III, you must complete the Request and Authorization for Training form and forward it to your sector's Training Liaison Officer.

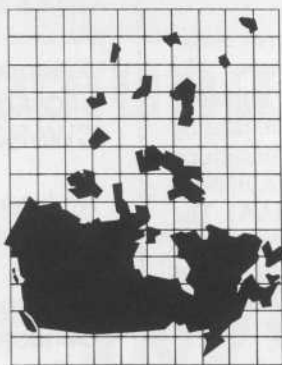
Parking predicament

Where can couriers park at Journal Tower North without getting tickets?

The area in front of the building is set aside by the city for deliveries. Space is also available at the side of the building (off Slater Street).

Room with a view

In the last issue of *Communications Express*, we responded to a question about video screening rooms. Sorry, but we accidentally left out the video screening room in the Headquarters' Library from our list of facilities. The room, located on the 14th floor of Journal Tower North, carries a wide selection of videos on departmental programs.



OUR MISSION

Nation-building: helping Canadians share their ideas, information and dreams

Act continues from page 1

up an unwanted radio signal, for example.

"Most of this involves badly designed equipment," said Robert Gordon, Assistant Deputy Minister, Spectrum Management and Regional Operations, in an interview with CBC Radio. "This is becoming more and more prevalent and, like many other governments, we are putting ourselves in a position to act when we have to."

"There are portions of the radiocommunications industry that were not even thought of, not even written about in science fiction, when this act was proclaimed."

He emphasized that Canada must keep up with the legislation of other countries. "We wouldn't want to be the one country that wasn't paying attention to the problem, or be a place where people can easily dump sub-standard equipment."

The Bill will reflect changes in technology since the *Radio Act* was passed in 1938, by making it possible to drop the licensing requirement for many types of equipment. Consumer devices such as real estate "talking signs," locator bracelets

for hospital patients and home entertainment equipment with wireless components technically should be licensed according to the present act, although in practice that is rarely necessary.

"There are large portions of the radiocommunications industry today that were not even thought of, not even written about in science fiction, in 1938 when this act was proclaimed," Dawson adds. These include everything from communication satellites and emergency marine radio to garage door openers and radio-operated toys.

Because radio technology touches on so many facets of everyday life, and because much of its use spans international borders, the need for up-to-date legislation is crucial, Dawson points out.

Since 1938, the International Radio Regulations of the International Telecommunication Union, the United Nations regulatory agency under which all countries operate, have been revised and updated more than 20 times.

"Radio saves time, lives and money. I think that underlines the place of radiocommunications in our society," says Dawson. "It never receives a great deal of attention until some rare mistake occurs, such as a plane losing contact with the control tower."

"Because it is a regulated industry and an industry that has

responded very well to guidelines, we have been able to work with a statute that is pretty obsolete. There comes a time, though, when you just can't repair the old car anymore. You have to trade it and get a new one," says Dawson.

"Radio never receives a great deal of attention until some rare mistake occurs, such as a plane losing contact with the control tower."

The new name for the Bill — Radiocommunications instead of simply Radio — reflects the legislation's wider scope and also helps to differentiate it from the *Broadcasting Act*. The Radiocommunications Bill is concerned with the application of radiocommunications technology and devices, devices that use radio waves or the radio frequency spectrum, AM TV and FM broadcasting included, whereas the *Broadcasting Act* deals with content.

The Radiocommunications Bill will also give the Minister the power to seek a court injunction to end harmful or potentially harmful interference to safety radio communications, such as police and fire communications.

You asked us

Q: Where can I get publications about the Department?

A: Publications, news releases, speeches and fact sheets produced by Information Services (DGIS) are available in Room 1940 of Journal Tower North. Contact Nicole Richer (990-4843) or Paul Villeneuve (990-4842).

Publications are also available from public affairs officers at the regional offices. Contact Rose Sirois (Pacific), Tim Hibbard (Central), André Dubois (Ontario), Jean-Guy Beaupré (Quebec), and Ginette Chiasson-Baldwin (Atlantic).

Regulatory documents concerning Spectrum Management (ADMSR) can be obtained in Room

616, Journal Tower North (990-4761). Copies of these documents are also available at the regional and district offices.

Q: After the PSAC contract is signed, how long will it take for me to get retroactive pay and for my regular cheque to start reflecting what I should get under the new contract?

A: Once the collective agreement is signed, the employer has 90 days to issue back-pay cheques. As well, new pay rates are incorporated into your regular cheque within that 90-day period.

Letters to the editor

On page 2 of the February 1989 issue, Mike Zanichowsky asked about the height of the geostationary orbit of satellites; the height given was 35,786.2 km, which is not exactly accurate.

For the benefit of readers, I think it would be interesting to develop this theme and see how this distance is calculated...

André Barrière

Editor's note: The debate continues! After many pages of calculations, André Barrière of the Department's Sherbrooke office concluded that the exact elevation is 35,855.39 km. If you wish to see his calculations, we would be glad to provide them. Or you can contact him at (819) 564-5537.

COMMUNICATIONS Express

Communications Express is published for the employees of the Department of Communications by Information Services.

The opinions expressed are not necessarily those of the Department.

Communications Express welcomes letters to the editor, story suggestions, pictures and articles from all readers. However, we cannot guarantee unsolicited material will be used. Please call first for guidelines.

The following are approximate deadlines for submissions for the next six issues:

June 30 for August issue
August 31 for October issue
October 27 for December issue
December 29 for February 1990 issue
February 28 for April 1990 issue
April 27 for June 1990 issue

Correspondence should be addressed to:

Editor
Communications Express
Department of Communications
19th Floor
Journal Tower North
300 Slater St.
Ottawa, Ontario
K1A 0C8

Telephone: (613) 990-4841

ISSN: 0833-5400

Automated translators under development at CWARC

The Canadian Workplace Automation Research Centre (CWARC) is making great strides in developing a machine translation system that will far exceed currently available commercial systems.

But human translators can rest easy: neither CRITTER (CWARC's prototype), nor any of its commercial rivals will be threatening their jobs for years to come, says CWARC researcher Elliott Macklovitch.

CRITTER is a fully automatic, bidirectional system that can generate lexical and structural paraphrases, as well as non-literal translation.

"If translation were simply a one-for-one transcoding," says Macklovitch, "the process would have been successfully automated

years ago. But high-quality translation requires discerning the intended meaning of a text that, from a computer's point of view, is laden with ambiguities."

Machines can now only be programmed to attain this level of understanding within very restricted sublanguages, Macklovitch explains. CRITTER, for example, is specifically designed for agricultural market reports.

"High-quality machine translation presupposes significant advances in artificial intelligence", Macklovitch adds.

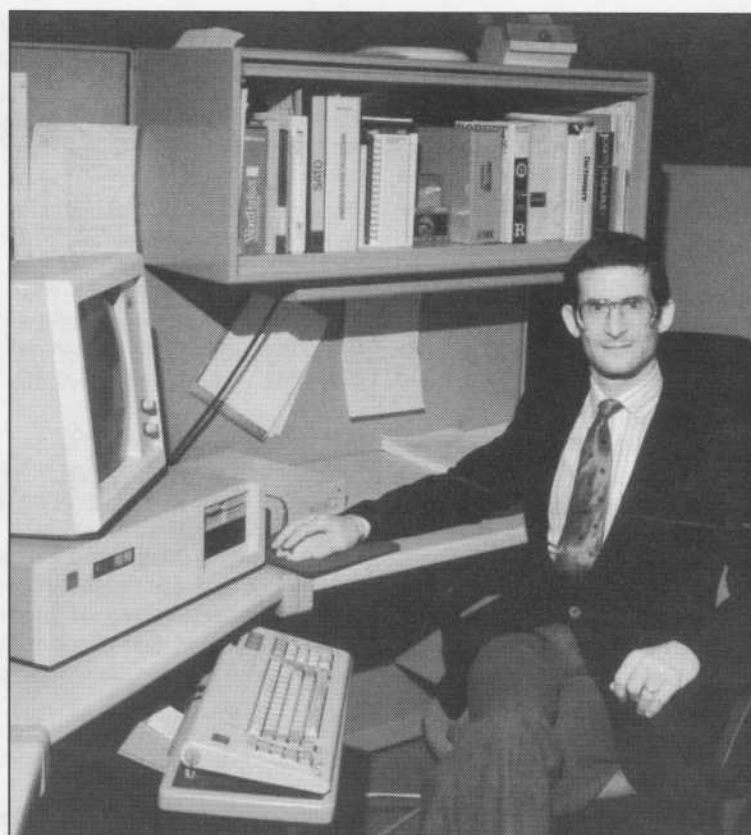
To help ease the ever-increasing burden on human translators, CWARC is developing the Translator's Workstation. Without actually translating, the workstation integrates a collection of

computerized aids designed to help the translator perform routine, peripheral tasks more efficiently.

An operational model has been assembled on inexpensive PC hardware, combining software for word processing, terminology management, file comparison and conversion, telecommunications and other writing aids.

Initial demonstrations of the Translator's Workstation have impressed senior management and translators at Secretary of State, Macklovitch says. "None of the components are revolutionary, but the end product is impressive."

A full field trial of the workstation is slated to begin at two Translation Bureau sites within a few months.



Elliott Macklovitch poses with a Translator's Workstation, an important part of CWARC's goal to automate the translation of text.



Dr. Jeanne L'Espérance, National Archives of Canada, and Kathryn Lamb of DGAT, discuss an archival photograph displayed on the second floor of the Journal Tower North. It shows a cinema in England during the 1930s, decorated with cutout lumberjacks advertising a series of Canadian government films.

Department walls have new look

A walk through a Department of Communications building will now include a tour of Canadian communications and cultural history.

As part of the Department's 20th anniversary celebrations, new art displays have been put up.

The project, initiated early in 1988, was originally intended for the boardrooms of Journal Tower North, but has been expanded to include permanent exhibitions in the boardrooms and corridors of Headquarters, regional offices and the Communications Research Centre.

"These exhibitions are designed to illustrate two major themes — the history of culture and communications, and departmental programs," says Jeanne L'Espérance, a Historical Research Officer on secondment to Facilities Management from the National Archives' Documentary Art and Photography Division.

The displays include reproductions of archival photographs, posters and

documentary artwork collected from the National Archives, museums and art galleries, as well as contemporary political cartoons chosen from the Canadian Centre for Caricature at the National Archives.

The two themes have been subdivided into four sub-themes, which include the history of transportation and communications in early Canada, the technical history of communications, the development of cultural life in Canada, and the story of the space program.

Guide cards posted at key locations outline the plan of the exhibition and make it possible for viewers to follow the themes throughout the building.

The regional offices and the Communications Research Centre display mini-exhibitions on themes such as the development of telegraphy, telephony and electronic media. Themes also include Canadian landscapes and scenery.

A ballet dancer, a satellite...what images best represent the Department?

The 20th anniversary committee is considering decorating the front lobby of Journal Tower North for the celebrations. Your ideas or suggestions are requested. Please send them to Richard Desmarais, Room 1728.

United Way update

The countdown to the 1989 United Way campaign continues. As this year's host Department, employees have been busy preparing for the drive, which begins in early September.

- The target for the 1989 Federal Service Division has been set at \$5.7 million, a 5.4 per cent increase over last year's achievement. The increasing needs of our community, and the potential for growth in the Division, were considered when setting the goal.
- Information sessions for campaign co-ordinators and their respective teams have been held since the beginning of May and will continue until August.
- Campaign material such as guides, posters, and pledge cards, is being distributed to the various departments and agencies.



Tracy Stewart of Security Records and Inquiries (DSCS) takes fingerprints of summer student Marc Vidal. On May 1, about 100 students descended on Headquarters for an orientation session and documentation. The students are participants in the Career-Oriented Summer Employment Program (COSEP) and other student employment programs.

The United Way campaign begins in September.

The United Way
It brings out the best in all of us.



Satellite celebrates 20th birthday, still working

The *ISIS 1*, a Canadian research satellite, has just celebrated its 20th birthday and reports indicate it's still in good shape.

The satellite was launched on January 30, 1969 from California's Vandenberg Air Force Base, even though the

launch area was flooded days earlier when a nearby dam was opened.

ISIS 1 joined two other satellites, the *Alouette 1* and *Alouette 2*. The satellites were uncovering information about the ionosphere, a layer of electrons surrounding the earth,

which enables shortwave radio communications.

ISIS 1, however, is more powerful than *Alouette 1* and *2*, allowing scientists to conduct more detailed research. Its cross-like antennas are unusually long for a satellite, with one reaching 36.5 metres and the other

extending 73 metres. These long antennas allow experiments to be done on a very low frequency.

Since its launch, *ISIS 1* has provided a wealth of information on space physics. Surveys in 1985 showed that data from *ISIS 1* formed the basis for more than 100 articles in various journals.

ISIS 1 continues to influence advances in the Canadian space program. *ISIS 2*, launched two years after *ISIS 1*, provides information about the ionosphere weekly to Japan's Swoya Station in Antarctica. Since March 1984, both *ISIS 1* and *2* have been operated by Japan's Communication Research Laboratory (CRL).

An interview with Marcel Masse

Minister Marcel Masse recently took time from his hectic schedule to talk with Josée Miville-Dechéne and share his thoughts on the Department and his role as Minister.

Express: What are your priorities during this term as Minister of Communications?

Masse: I believe that my top priority is to provide a link between the technological and cultural sectors; I would even go so far as to say strengthen the existing link. It is fundamental, both inside and outside the Department, that people realize the profound influence of technology on cultural development and the importance of culture in the technological sector. In my view, departmental employees are in the best position to understand and strengthen this tie because they are responsible for

policy documents will now be examined by a single committee will ensure a better understanding of the various elements involved, and thus a more concerted effort in achieving our objectives.

Express: What is the role of the Department's employees in light of this mandate?

Masse: Employees play a key role because the Department alone cannot define policies. To properly carry out its mandate, employees and the Department must think in unison. Documentation, data-gathering, working hypotheses and communications strategies are matters in the hands of the Department's employees.

Express: Of what significance is the Department's 20th anniversary?

States and the rise of Asian countries. There is also the matter of Third World relations, whether in terms of its debt or trading in goods and natural resources. These are issues in which the Department has a major role to play, particularly in light of the fact that we live in a communications-oriented society, where managing problems chiefly consists of managing information. How will the Department that has these tools organize its policies to ensure the defence and demonstration of what Canada is within the international community? What impact will the much more free and sizable flow of cultural products across our borders have? How can our small country, with its population of 26 million, promote our identity through cultural products? These are the major issues.

Express: Will we be able to manage?

Masse: We must be optimistic.

Express: What do you consider the most important achievement of your political career?

Masse: We will have to talk about that another day. As long as a political career is still active, that question cannot be answered.

Express: Shall we say, to date?

Masse: Well, in that case, I think my greatest achievement is to have survived.

Express: As chairman of a cabinet committee, and a member of five other committees, how do you organize your time?

Masse: You would have to ask the person who organizes my time for me. But...it is difficult. There are pressures from all quarters, and entirely legitimate pressures I might add. First, there is pressure from my riding. I was elected to help manage a number of problems. I am therefore obliged to return to my riding several days each month. Then, as policy minister for Quebec, I am responsible for ensuring liaison between the Cabinet and Quebec colleagues. And, lastly, there is my work in Ottawa, at the Department and on committees. It is a seven-day-a-week job. I must therefore balance my agenda on a

monthly basis to ensure that each of my duties receives a fair share of my time. All of which is not easy.

Express: How do you keep up the pace? What motivates you?

Masse: That is a good question. I do not have much time, and perhaps that is what motivates me. But, after all, motivation is not the problem. It is the lack of time. One cannot be limited to meetings and discussions alone; a minimum amount of thinking time is necessary for recharging. And a certain amount of time each day for relaxation. I sometimes manage it when I travel by air; it's fairly peaceful then.

Express: What do you do with the little spare time you have?

Masse: First you will have to explain what you mean by "spare time". If you mean time spent doing nothing, I must admit it has been a long time since I had any. But I try to schedule time for reading and taking in at least one cultural production each week, otherwise I could be the only Canadian never to participate in cultural events — which would be rather ridiculous.

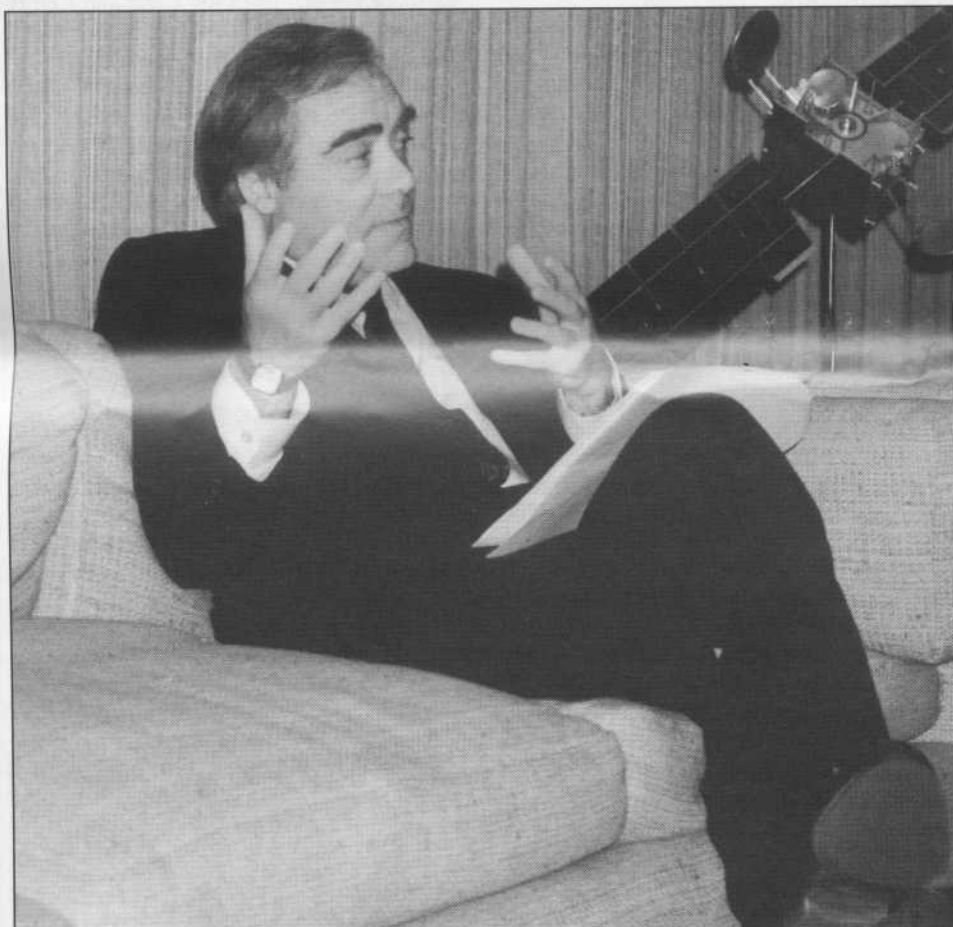
Express: Could you name any books, plays, films or television shows which you recently found enjoyable?

Masse: The choice is very difficult. I believe that culture is what remains after the memory fades.

Express: One final question. You played a small part in the film *Terminal City Ricochet*. Do you see similarities between the role of actors on the screen and politicians in the House? Do they get the same stage fright?

Masse: First of all, I should point out that film pays better! But all joking aside, I think people forget that stage fright is a normal reaction, regardless of the activity involved. The trick is not to focus on controlling the fear, but rather to concentrate on the material being delivered, and then the fear vanishes by itself.

Express: Thank you Mr. Minister.



developing the policies that govern these two sectors. Moreover, the organizational structure of government fosters an integrated approach, because Canada is one of the few countries where a number of technological and cultural instruments fall under a single umbrella department.

Express: As chairman of the committee responsible for cultural affairs and Canadian identity, how do you view this committee's role?

Masse: Its primary role is to stress the fact that Canadian identity is not the responsibility of a single department, but rather that of government as a whole, and, secondly, to better co-ordinate activities in the cultural sector. In Canada, unlike in other countries, responsibility for the cultural sector is shared by several departments. Thus, the Department of the Secretary of State, and the departments of Indian Affairs, Finance, Communications, External Affairs and Labour, all sponsor programs of tremendous importance in defining cultural policy. Therefore, the committee responsible for cultural affairs and Canadian identity must provide better co-ordination and consistency in matters of cultural policy. The fact that all cultural

Masse: A department's anniversary, whether the 3rd or the 19th, marks an important point in its evolution. Although the fact that this is the 20th anniversary gives it some promotional impact, the most important thing this anniversary year offers us is an opportunity to reflect on past accomplishments and consider what remains to be done. At 20 years of age, the Department of Communications is still a young department, especially if we consider that some departments were established before Confederation. But that is only natural, since government's role as a key player in new technologies and cultural issues is a recent development. Nevertheless, I believe we have reason to be proud of the Department's achievements over the past 20 years, whether in telephone communications, broadcasting or culture. In my view, the Department's staff has had a powerful impact on Canada's development since 1969.

Express: What will the major issues be in the coming 20 years?

Masse: The major issues will be Canada's position among the world's nations, at a time of unification of European countries, the free trade agreement with the United

The private side of Marcel Masse

Minister Marcel Masse is a multifaceted public figure. What about Marcel Masse, the man?

When we tried to find out more about him, we discovered he is a very private person. Wary of public scrutiny and probing reporters, he does not reveal himself readily.

So we asked people who work close to him and found out a few things which might be useful to start up a conversation should you meet him in the elevator one morning.

Favorite sport: Tennis

Passion: Fishing (A place to meditate?)

Retreat: House on a lake, north of Montreal

Current books: *The Media Lab* by Stewart Brand, *Montaillou, village occitan de 1294 à 1324* by Emmanuel Le Roy Ladurie

Recent movie: *Camille Claudel*

Wine: not really

Food: Spicy Indian food

Pet peeve: When the fish don't bite

Best quality: Sense of humour



Region unites electronically for celebration

Ontario Region kicked off its 20th anniversary festivities with an audio teleconference that brought the Minister's speech from Ottawa and region-wide celebrations to the district and sub-offices.

All but one district and sub-office were able to participate. The event marked the first time the region was united electronically at one time.



Communications Minister Marcel Masse visited the Atlantic region this spring. He is seen here with Candace Stevenson, director of the Nova Scotia Museum in Halifax, and an unknown "head" of state.

Airwave interference problem solved by district office

Aircraft en route to Europe were receiving radio transmissions from fishing vessels instead of flight information, until the Halifax District Office located and fixed the problem.

On December 20, the regional office in Moncton received a call from the Federal Communications Commission, the U.S. frequency regulator, reporting a complaint that fishing vessels were heard on the

international aircraft frequency by U.S. airplanes as they flew over the Maritimes. The transmissions were cutting off aircraft communications with Airinc, an air/ground communications station in New York.

The problem was resolved within 24 hours when Radio Inspector Gerald Currie of the Halifax District Office, who was monitoring the transmissions, identified the owners of the

vessels. He heard several references to the port of Glace Bay, Nova Scotia. As well, the names of the radio operators were given as Bobby and Ralph.

After a few phone calls to fish plants in Glace Bay, Currie spoke with an official of Highland Fisheries who identified the captains and promised to confront them about using a frequency reserved for aircraft.

John Linde

John Linde died on March 26 after a short illness. Linde was a Telecommunications Analyst at the Ontario Regional Office during his five years with the Department.

Linde's innovative solutions to problems and diligent pursuit of service excellence were recognized by former Minister of Communications Flora MacDonald (see photograph above), who presented him with a Certificate of Appreciation on behalf of the Prime Minister. This certificate was awarded to Linde for his outstanding management of the telecommunications facilities at the Toronto Economic Summit last summer.

Linde is survived by his mother, two brothers, former spouse, a son and daughter. He will be remembered fondly by his colleagues as a good friend.



The late John Linde (centre), Ontario Regional Office, is presented with a Certificate of Appreciation for his management of the telecommunications facilities at the Toronto Economic Summit by former Communications Minister Flora MacDonald as Mike Connolly, former Director, Government Telecommunications in the Ontario Region, looks on.

International exchange: experiencing a different culture

Australian Kae Paviour says it took her a long time to figure out that groceries in Canada are labelled in both English and French. "When my husband and I went shopping, the French side would be visible," she says. "We didn't think of flipping things around to read the other side."

Encountering French on a day-to-day basis was just one of the new experiences Paviour has had during a 12-month work term as a Policy Advisor for the Telecommunications Policy Branch.

In 1979, the governments of Australia and Canada agreed to let federal departments in either country exchange employees for specified periods. The exchange is not done on a person-for-person basis; rather departments may request an employee from a specified area, or employees can apply for exchange positions. Employees are paid by their own department.

Paviour came to Canada with her husband Adrian, a computer programmer, who is on an exchange with Statistics Canada. Originally a Broadcasting Operations Policy Advisor with the Department of Transport and Communications in Canberra, Australia's capital, Paviour made arrangements to work as an exchange employee at the Department of Communications.

"It's been a real eye-opener to work in Canada," says Paviour. "You don't really have any idea how other people live until you live with them."

Despite the fact Canada and Australia are both Commonwealth countries, there are striking differences, "even with basic things like driving on the right hand side of the road," says Paviour.

Departmental employees Gwen Andrews and Larry Greetham have recently returned from 27 months in Canberra. Andrews was picked for the exchange in 1986. Her husband, Larry Greetham, at that time the Acting Chief of Spectrum Control, in ADMSR, went along and ended up working for the Department in Australia as well.

"The agreement between the two countries allows the spouses of exchange personnel to apply for jobs within the public service," says Greetham. His salary, however, was paid by the Australian government.

Andrews, former Director of Public Interest and Access Policy with the Cultural Affairs and Broadcasting Sector, says the exchange provided her with exposure to areas of communications that she would not have been able to get otherwise.

"Australia's communications system is, in many ways, about 10 years behind Canada, so I got the opportunity to work on things that have already happened here, such as the expansion of FM radio into rural areas and the establishment of an independent regulatory body for telecommunications," she says.

Andrews says her knowledge of communications as a whole has broadened considerably. As an exchange employee, she was moved to a new area every nine months. She held the positions of director of commercial broadcasting policy, director of radio communications administrative policy, and director of multilateral strategy in the Department's international telecommunications area.

Andrews is now back as the Director of Communications Policy and Liaison with the Federal-Provincial Relations Branch. Her husband returned to become the National Technical Training Co-ordinator in ADMSR Sector Co-ordination.

Greetham says the first six months in a new place is the hardest time. "During that time you're finding all the differences between what's there and what you're used to," he says. "You gradually stop doing that and become more conditioned to the



Kae Paviour, Larry Greetham and Gwen Andrews (left to right) pose with a painting of the Brindabella Ranges near Canberra.

way things are, and become much happier."

He says they enjoyed the warm climate and the working environment, which is more relaxed and much less formal.

He recommends employees considering an exchange should

try to contact someone from the country they're going to before they leave.

"We would have never thought to bring our skates and skis to Australia if someone hadn't told us we could do that there."

Department demonstrates computer expertise

Canada's computer expertise was demonstrated internationally when Department employees at a conference in Tokyo transferred files between computer systems located around the world.

During the live demonstration, employees transferred files containing a full-colour rendition of the Canadian flag and a computer image of Communications Minister Marcel Masse between laboratories in Ottawa, Tokyo and Seoul.

The success of the demonstration was attributed to Hua Chang, a computer programmer in the Department's Systems Interconnection Research, and Os Monkewich, Manager, Protocol and Conformance, Systems Interconnection Research.

The OSI '89 conference was part of the international Open System Interconnection program, which is developing standards to make all major computer systems compatible. Bill McCrum, Director, Systems



Dr. Os Monkewich, Manager, Protocol and Conformance in DSI, demonstrates file transferral with a computer image of Communications Minister Marcel Masse.

Interconnection Research, was a major Canadian player in organizing the conference.

As well, René Guindon, Director General, CWARC,

sparked interest in joint government and industry initiatives with his presentation at the conference, *OSI Imperatives from a Canadian Perspective*.



A Memorandum of Understanding for technical co-operation was recently signed between the Department and Japan's Ministry of International Trade and Industry (MITI). This provides a framework for collaboration to harmonize Canadian and Japanese efforts towards achieving compatibility in computer systems interworking. It forms an important part of the Open Systems Interconnection (OSI) program. OSI's mandate is to develop standards that will allow computer systems around the world to interact. Shown (left to right) are Yoshiki Mikami, Director, Information Standards Office (MITI), Masahide Yamashita, Director General, Standards Department, Agency of Industrial Science and Technology (MITI), René Guindon, Director General, CWARC, and Bill McCrum, Director, Systems Interconnection Research.

Telecommunications show a success in Singapore

Canada's high-tech industry got a financial boost at Asia Telecom '89, a Singapore-based telecommunications show.

Participation in the six-day event resulted in on-site sales of about \$15 million for the 22 Canadian companies involved. Over the next year, the companies expect to gross another \$85 million in sales.

Asia Telecom '89 gave manufacturers of communications equipment the opportunity to promote and market their products in South East Asia and the Australasia region. Exhibits included cellular telephone products, protocol testing

systems, data transmission equipment including modems and switches, fibre optics products, spectrum management technology, satellite-based products and communications consulting.

The Department's Technical Marketing Operations Division worked with the Department of External Affairs, Industry, Science and Technology Canada and the Canadian International Development Agency to organize the show.

Paul Wilker, Director of Technical Marketing Operations, and Lloyd Johnson, Manager of the ASEAN (Association of South East Asian Nations) and

Australasia Regions for the Division, promoted the Canadian participants and held interviews with the Singapore and regional media.

More than 15,000 visitors attended Asia Telecom '89 and passed by the Canadian Pavilion, strategically located near the main entrance.

Over the next 10 years, the Asia/Pacific region is expected to represent 40 per cent of global telecommunications requirements, making it a lucrative market for Canadian products and services.

Open Forum

by Allan Collier
Regulatory Policy Analyst



When managers practise their craft, what in fact gets managed? Most often, it seems to be agendas, processes, strategies or physical and financial resources — hardware, systems, and budgets.

What about human resources — an organization's employees? How well and to what extent are they managed?

Effective management promotes a work environment in which both challenge and confidence are promoted. Individuals who function capably are made to feel that their unique effort is critical to the effort of the whole.

Effective management fosters these feelings through regular and clear communication, sincere recognition of contribution and support of professional growth. If all goes according to plan, individuals should feel "special."

Much effort has been directed toward recognizing and enhancing the value and contribution of all staff to the work of our department.

Recent surveys have identified job enrichment and professional development as critical elements of job satisfaction. One of our newly adopted operating principles — caring about individuals — declares that, "We encourage employees to grow, develop their skills and advance their careers."

"Open Forum", a regular feature of Communications Express, is intended to promote the exchange of opinions and ideas. All signed or anonymous submissions fit for print will be considered for publication. Send your submission of 200-600 words to Michael Binder, Editor of "Open Forum", 4th Floor, 300 Slater St., Ottawa, K1A 0C8.

There is, of course, no obligation on the part of management to ensure an individual is promoted or paid more handsomely because of quality work. The public service system allows little room to make these kinds of guarantees.

Effective management promotes a work environment in which both challenge and confidence are promoted.

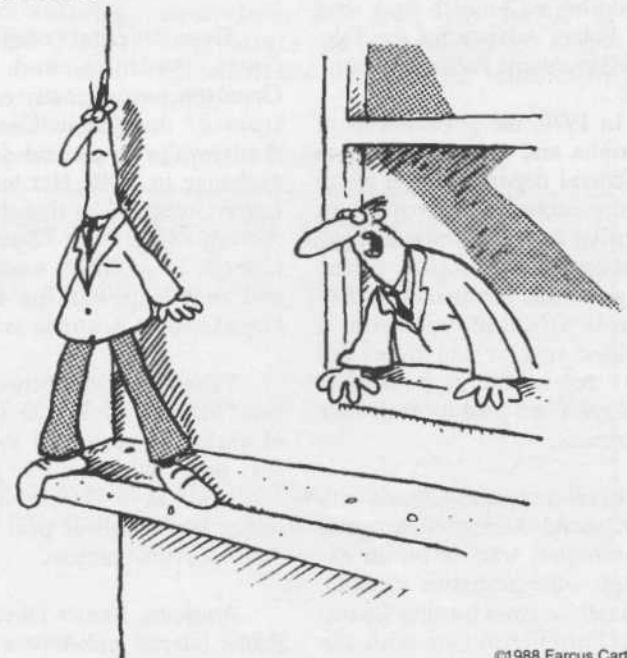
Job enrichment and professional development, however, are within a manager's sphere of influence. Managers can, in concert with their employees, encourage and promote these two elements together with, or in lieu of, career advancement.

Good intentions are not enough. Recognition of the importance of this process, and management's commitment to it, are essential.

It is no longer enough for managers to be assessed primarily in terms of how they cope with crises or how they satisfy someone else's agenda.

If senior management's commitment to the people of the Department of Communications is to be taken seriously, managers must be formally judged on their effectiveness in conscientiously facilitating the job enrichment and career development of their employees.

Farcus



©1988 Farcus Cartoons

Before you go, could you tell me where you put the Kenshaw file?

Tip of the Hat

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

John Taylor
Chief, Analytical Research Service,
Canadian Conservation Institute

Dear Mr. Taylor:

We very much appreciate the assistance given to us by the Canadian Conservation Institute in our technical examination of two John Woodhouse Audubon paintings owned by the National Gallery of Art, Washington D.C. The radiographs taken by Jeremy Powell, Photographic Section, have proved extremely valuable in both the assessment of condition and in the course of treatment of these paintings.

Yours sincerely,

Wendy Baker, Fine Art Conservator,
Director, Ottawa Conservation Studio

John Quigley
Director General, Pacific Region
Vancouver, B.C.

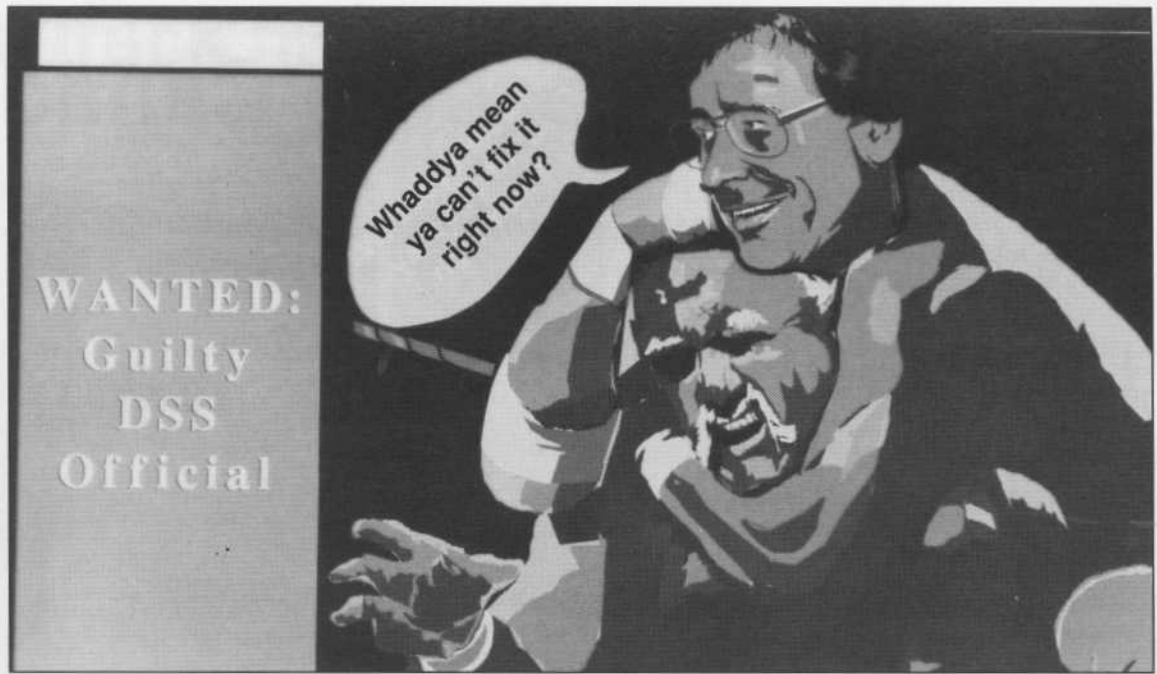
Dear John:

I know you are probably the first to hear when things go wrong in your department. This note is to let you know that there are some things that seem to be going pretty well!

On Friday afternoon at 4:20, I dropped in to apply for an aircraft radio license, and was looked after by Mike Krenz... quite cheerfully and helpfully, even though it extended beyond the 4:30 closing time by 10 to 15 minutes on a warm sunny afternoon. You might consider recognizing Mike's helpfulness to the public.

Yours truly,

Donald J. Graham



The recent DGHR conference was not all work and no play! During a reception, two employees, Michel Granger and Denis Gosselin, made a humorous presentation on the Branch. Pictured above is an excerpt from their presentation, which dealt with a two-day visit to the Compensation and Benefits Office (CCB) by Michael Binder, Assistant Deputy Minister, Corporate Management. Binder is shown above as he discusses with a Supply and Services Canada (DSS) official the finer points of a malfunction in the automated DSS pay system (which the CCB office must use on a daily basis).

DGHR plans for future at conference

Human Resources Management Branch staff reviewed accomplishments and future challenges at its annual conference, May 2-3 in Ottawa.

Director General Jean-Claude Bouchard and Assistant Deputy Minister Michael Binder examined priorities for the Branch and Sector respectively, while Deputy Minister Alain Gourd spoke on internal communications.

Employees also heard from Frank Malick, Director General, Informatics Management, a participant in the Executive Interchange Program, who shared his impressions of the public

service. Rob Gordon, Assistant Deputy Minister, Spectrum Management and Regional Operations, outlined the challenges facing the regions during the upcoming year, while Stephanie Perrin, Co-ordinator of the Access to Information and Privacy Secretariat, spoke on access to information.

Guest speakers covered such topics as time management, achieving peak performance and the equality game for women. Special sessions were also held before and after the conference for personnel advisors.

Conference participants said they were pleased with the

diversity of subjects presented, and with the mix of speakers.

Bouchard says the annual gathering promotes communication among branch employees. It also provides a clear assessment of internal priorities and plans.

"The conference was a total success on every level. I am pleased our support staff were able to participate, for the first time," says Bouchard. "I think they provided valuable input to the conference."



New supervisors participate in supervisory orientation training to become familiar with the responsibilities of managing other employees. Participants in the recent supervisor's course: Front row (from left to right): Suzanne Murphy, Louise Szabo, Ron Lea (Consultant), Brenda Sievert, Florence Hooly, Claudette Drisdelle, Claudette Lacasse, and Carmen Centofanti. Second row (left to right): Marie-Claire Lapointe, Anne-Marie Giannetti (Course Director), Christine Leduc, Florence Colley, Jan Simser, Lynn Thomas, Lyla Biron, and Cam McQueen. Third row (left to right): Glen Ritchie, Phil Forand, Tom Jones, Michel Savoie, Rick Hansen, Lise Sévigny, Doug Shorter, and Jacques Leblanc.

Relocation policy changes

Changes to the relocation policy were made recently by the National Joint Council of the Public Service of Canada during its triennial review. The policy sets guidelines for employees moving to another geographical area as a requirement of their jobs.

The revised policy, effective April 1, 1989, alters items such as house-hunting trips, temporary dual residence assistance, disposals and acquisition of effects, incidental relocation expenses, travel to a new location and special situations.

For further information, contact the Travel and Relocation Section, Corporate Management at (613) 990-3535, or your regional personnel office. You can also consult the National Joint Council (NJC) agreement and the Personnel Management Manual (PMM) from Treasury Board.

Treatment plan needed for full dental coverage

Employees who participate in the National Joint Council of the Public Service of Canada Dental Care Plan should submit a treatment plan detailing their proposed dental treatment to Great-West Life, the administrator of the Plan, before proceeding with any major dental work.

If employees fail to do so, they will have to pay for the cost of the treatment if it includes procedures not covered by the

Plan. A statement indicating the amount of benefit members can receive will be forwarded upon receipt of the proposed treatment plan.

The average turnaround time for a claim has been reduced to less than four days for a routine claim and five days for a major claim. Since the plan began two years ago, 327,323 claims have been processed, totalling more than \$25 million in benefits. The average claim is \$77.16.

Fewer language tests required

Employees who are required to be bilingual will be tested less frequently by the Public Service Commission.

The validity period for second language evaluation results has been extended from two to three years, as of April 1, 1989. Also, the results of persons who maintain the same proficiency level, when retested after three years, will be valid for five years.

The extension applies to all test results that would have expired on or after April 1, 1989, so that any test administered on or after April 1, 1987, will automatically be given a validity period of three years, including testing for bilingualism bonus entitlement.

For further information call Michel St-Amand at (613) 990-4545, your sector personnel advisor or regional personnel manager.

CCI: Growing international reputation Helping to preserve Canada's rich heritage

Four officials from the Leningrad library of the Soviet Academy of Sciences recently visited the Department's Canadian Conservation Institute (CCI) on their tour of North American libraries and archives. Among the techniques that interested them was leaf casting — a method of filling holes in damaged paper used by conservators at CCI.

The visit demonstrates the international reputation for conservation the Institute has gained among scientists, says Phil Ward, the Institute's Director of Informatics and Extension Services.

"The Institute was intended to provide conservation services to protect collections from excessive wear and tear in a country that had virtually no conservation resources."

"This kind of thing wouldn't have happened when the Institute first began in 1972," he says. "CCI was unique and unknown. Now it is recognized as a world leader and there is a dramatic confidence and a competence about the place now."

CCI was created to provide conservation treatment, research, training and information services to Canadian museums and art galleries under the government's National Museum Policy.

Museum activity in the Department at the time was increasing with the introduction of the Canadian Heritage Information Network (CHIN) and the Museum Assistance Programme (MAP), Ward says.

"The Institute was intended to provide conservation services to protect collections from excessive wear and tear in a country that then had virtually no conservation resources," he explains.

As museums and galleries develop their own facilities for routine care of collections, CCI has gradually shifted its focus to more specialized problems beyond the means of other conservation facilities, Ward says. Its mandate has also expanded to provide research assistance to archives, scientific examination in support of authentication studies, and emergency services.

CCI researchers and scientists also perform field work. For more than a decade, one of its conservators has assisted Newfoundland's Memorial University in the excavation of a



Conservator Charlotte Newton works on part of a 16th-century garment found at an excavation site in Labrador.

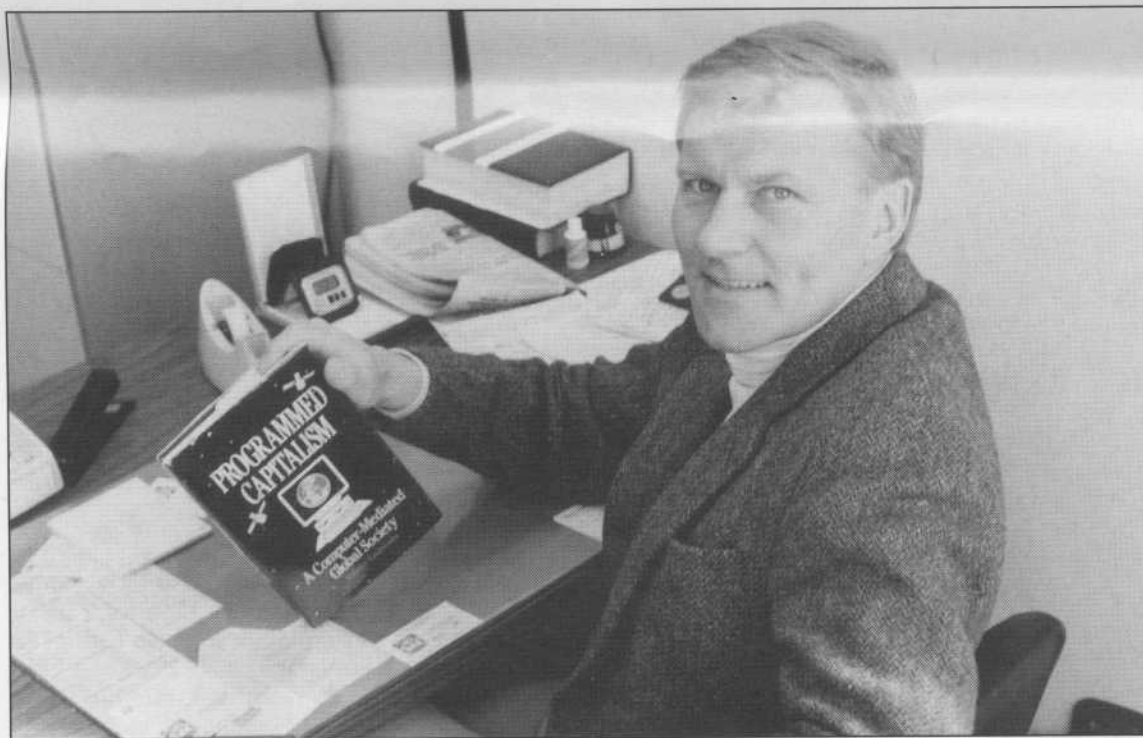
16th-century Basque whaling station in Labrador. Another scientist recently supervised the recovery of 40-million-year-old specimens from the "fossil forest" on Axel Heiberg Island in the high arctic.

A current project at the Institute is the testing of a material called *Parylene*. Developed

by Union Carbide, it can be used to strengthen some extremely fragile materials.

Another promising collaboration (with industry and the National Research Council), is an investigation of three-dimensional laser imaging as a means of recording the surface forms of objects.

An important future study, Ward says, will be an investigation of the synthetic materials used in many present-day objects now collected by museums. "We have to do research on how to conserve them. These are the artifacts of tomorrow."



Maurice Estabrooks, Senior Economist with the Telecommunications Policy Branch, displays the results of his creative efforts.

Employee success as author

Three years of writing in the wee hours of the morning have paid off for Department employee Maurice Estabrooks.

His book *Programmed Capitalism, A Computer-Mediated Global Society* is receiving favourable reviews from readers such as the president of the Toronto Stock Exchange and the vice-president of American Express Canada.

Estabrooks' book traces the world's transformation from a paper-based to a computer-driven society and discusses this change as an inevitable and massive evolution beyond industrial society.

"I felt that the significance of this transformation was much

greater than it appeared. And secondly, it was happening much more rapidly than people realized. Indeed, it is accelerating!" says Estabrooks, a Senior Economist with the Telecommunications Policy Branch. "I wanted to prove beyond any reasonable doubt that everything about our lives was changing and that the entire socio-economy was evolving into a massive global computer and communications system."

The book also discusses various options as to how Canada should respond to these changes.

Writing the book was a difficult but rewarding personal experience, says Estabrooks, who found the most productive

time to write was every morning from 4 or 5 a.m. until 8:30.

Published in 1988 by M.E. Sharpe Inc. of Armonk, New York, the book has been distributed in the professional and academic market, and is now going to the trade market. Estabrooks says it may come out in paperback form for mass markets a year from now.

Estabrooks hopes to write other books, starting perhaps with a sequel to his first. "It's extremely rewarding to create something like this," he says. "You discover so many other things on the road to pursuing a creative endeavour such as this."

Departmental efforts make typing simpler

by Susan Vaughn

Department efforts have made typing in English and French easier for Canadians.

Department employees Jean-Yves Fortin of Economic Programs (DPM) and André Mainguy of Information Processing Research (DIP) headed a committee that developed the first Canadian standard for the arrangement of English and French characters on a single computer keyboard. This is the first time the position of accented characters has been standardized, although unaccented characters (such as letters and numbers) are located in the same place on every keyboard.

Fortin expects the new standard to be voluntarily adopted by the manufacturers of keyboards and user groups in North America. The standard has already received support from the Government of Quebec, and the Ontario and Quebec ministries of education for use in schools.

The committee, composed of industry representatives and members of user groups in private and public sectors, worked for three years to find a standard which would meet the needs of the majority of Canadians.

It considered the expanding field of computer communications, national and international standards and Canadian requirements for a user-friendly keyboard with accented characters.

This is the first time the position of accented characters on a keyboard has been standardized.

Testing, as well as a survey of anglophones and francophones, confirmed that a majority of people preferred the new keyboard.

The standard was approved by the Canadian Standards Association (CSA) Technical Committee on Text and Office Systems, chaired by Ben Ho of Systems Interconnection (DSI) and by the CSA Steering Committee on Information Technology.

The standard is published by the CSA as 2243.200-1988, Canadian Keyboard Standard for the English and French languages.

CRC technology helps track fishing fleets

Technology developed by the Department's Communications Research Centre (CRC) has paved the way for a computer system that helps manage Canada's ocean fishing grounds.

Ultimateast, a Newfoundland-based data communications company, has used the CRC's high-frequency radio data system to create a computer system that monitors the position of commercial ships, their identity and the quantity of fish caught.

Data, collected by patrol vessels using CRC's radio

system, is sent by computer to base stations in Halifax and St. John's. The base station provides the information to be displayed on a computer screen, replacing the traditional peg-board method of tracking ships.

Sherman Chow, Nur Serinken and André Kennedy of CRC's Signal Processing Unit, originally developed the radio link as a reliable and affordable means of communicating from ship to shore.

"We were approached by a firm that wanted to put the radio

link to commercial use. We strongly believe that whatever we develop in the lab should have a practical application," says Serinken, Project Officer.

Benefits of the Fleet Locating Graphics (FLAG) system include improved surveillance of illegal fishing vessels and more successful search-and-rescue operations.

The system is now being used by the Department of Fisheries and Oceans.



André Kennedy and Sherman Chow from CRC, Edward Short of Ultimateast, Nur Serinken from CRC and Derrick Rowe, president of Ultimateast, are shown watching the installation of the Fleet Locating Graphics system which tracks fishing vessels off Canada's east coast. The installation took place at the Department of Fisheries and Oceans in Ottawa on March 30.

Direction for communications research and development examined at "Search 20"

Communications leaders recently began defining their vision for communications research and development in Canada at a conference sponsored by the Department.

The conference, known as 'Search 20', was organized to address these questions: Where should the focus of the Canadian communications research and development effort be, and what mechanisms and programs will contribute to attaining the best results from public and private sector investment in communications research and development?

Those attending the conference in March included industry, university and government leaders in research and management in the Canadian communications field.

As a result of the consensus which emerged from 'Search 20', the participants will develop the concept of 'Vision 2000', personal productivity networking. This concept will use the power of communications to build on the productivity of personal computers, thus enabling Canadians to work and create more effectively.

ISDN continues from page 1

implementation of ISDN," says Fernand Léger, of the Department's Telecommunications Policy Branch, who is the Executive Secretary of the ISDN Committee. "This new technology will initially respond to the telecommunications need of business users, many of which are now provided with services on a competitive basis."

The report also recommends that attention be given to developing national policy on ISDN implementation.

In receiving the report, Masse said he was particularly appreciative of the committee's crystallization of specific issues, which will guide the future work of the government and some of its agencies.

"ISDN is an important instrument of Canadian economic

development and represents a far-reaching step in the evolution of telecommunications to meet the challenges of the Information Age," Masse added.

The report offers a significant contribution to the development of telecommunications policy direction, Léger explains, since it reflects the results of a major public consultation process which discussed telecommunications service issues before the commercial introduction of ISDN in Canada.

Testing of initial ISDN-based equipment and services has been carried out since 1987 in the departments of Communications, National Defence and Industry, Science and Technology. The commercial introduction of ISDN services is expected in major Canadian cities late next year.



Giorgio Salvatori (right) Director of the European Space Agency's Telecommunications program, presents a model of the Olympus satellite to David Mulcaster, Acting Director General of Communications Development, to mark the successful completion of two years of integration and testing of the satellite at the David Florida Laboratory. Mulcaster accepted the trophy on behalf of the Department and later passed it on to Rolf Mamen, Director of the David Florida Laboratory, for safekeeping, in recognition of the lab's valuable contribution to the program. The satellite is scheduled for launching from Kourou, French Guiana, on June 22.

Skies continues from page 1

the distributor to have the films formatted to fit airplane screens.

Only one out of the 56 films shown in the last two years by the airline have been Canadian. The airline, until recently, insisted the producers own the world rights to the movies before they were shown. Jackson says few Canadian producers retain the rights for marketing their films.

The airline has a number of requirements for films, says Jackson. There must be no sex or violence, and they must appeal to a wide age group. As well, films must be available in English and French.

Air Canada so far has accepted Francis Mankiewicz's *The Revolving Door*, about a jazz pianist and her grandson, and

Something about Love, a movie about Alzheimer's disease.

The Department has proposed other films which they hope the airline will accept, says Jackson. As well, the Department is starting to work with other Canadian airlines.



William Madore, Superintendent, Information Systems Operations in the Government Telecommunications Agency, recently received a "NUGGie." The international NUGGie award was presented by Novell Inc. of Provo, Utah in appreciation for Madore's outstanding contribution to "NetWare Users International", a Novell software user group. Madore was commended for starting an Ottawa chapter of the group.

People and Places

Minister's Office

Brian Anthony, formerly Executive Director of the Confederation Centre of the Arts, has been appointed Chief of Staff.

Johanne Bisson has transferred from the Canadian Aviation Safety Board to the position of Secretary in the Minister's Office.

Michèle Santerre-Hébert, previously with the Deputy Minister's Office, has transferred to MINO as Secretary.

Carole Saucier was recently appointed to the position of Secretary.

Nicola Fletcher, formerly with Energy, Mines and Resources, is the new Executive Assistant in the Minister's Office.

Bob Evans has been appointed Communications Advisor. He was previously with Energy, Mines and Resources.

Lisette Carrier has accepted a transfer from Energy, Mines and Resources to the position of Secretary in MINO.

Benoît Arsenaault has left the private sector to join the Minister's Office as Legislative Assistant.

Deputy Minister's Office

Gilles Déry, Chief of Staff, has been seconded for two years to the Office of the Minister for External Affairs and External Development, as Chief of Staff. Replacing Déry is **Sean Berrigan**, formerly Senior Planning Officer with the Priority Planning and Government Business Division of DGSP.

Jean Caron has been appointed as a Clerk/Receptionist in DMO.

SADM

Pierre Gagné was confirmed within the International Relations Branch (DGIR) as Director, Multilateral Telecommunications.

Louise Terrillon-Mackay has accepted a promotion within DGIR and is now Director, International Cultural Affairs.

Patricia Duff Endemann, previously with the Multilateral Telecommunications Division, is now Officer, Bilateral Relations, Science and Technology, with the Bilateral Telecommunications Planning and Development Division of DGIR.

Marcelin Antonin has been appointed on an indeterminate basis to the position of Word Processing Operator with the International Cultural Affairs Division of DGIR.

Jean Gilbert, formerly with Information Services, has left the

Department to join the National Capital Commission as a Committee Secretary.

Attilio Barcados has come to the Department from Energy, Mines and Resources to be Speech Co-ordinator in DGIS.

Genevieve Ledoux, previously with the Canadian Federation of Social Sciences, has joined the Federal-Provincial Relations Branch as an Analyst — Provincial Profiles.

André McArdle, Senior Planning Officer with DGSP, has left the Department to become the Senior Planning Officer with the Canadian Intergovernmental Conference Secretariat.

Marie-Josée Lévesque, formerly with International Cultural Affairs, is now Secretary to the Director General, Strategy and Plans.

Louise Philippe has accepted a one-year Career Assignment Program (CAP) assignment as Executive Assistant to SADM. She was formerly Chief, Project Review and Analysis with the Cultural Initiatives Program in ADMAC.

Michel Héту, General Council for the Department, has been appointed Vice-Chairman and Chief Executive Officer of the newly formed Copyright Board. For the past eight years, Héту provided legal services for the Department and various cultural agencies. In his new position, Héту is responsible for establishing and managing the Copyright Board, which was formed in February.

ADMAC

Louise Lepage has been appointed to an indeterminate position as Senior Museum Consultant with the Canadian Heritage Information Network.

Judi Miller has been promoted to the position of Senior Assistant Conservation Scientist with the Canadian Conservation Institute.

Marsha Selick, Conservator in the Furniture Laboratory of the Canadian Conservation Institute, has left the Department to join the Ontario Historical Board.

ADMCM

Marcel Brazeau has been appointed to the position of Maintenance Craftsman with the Plant Engineering Services Division of DGAT. He was previously with ADMAC.

Lise Fréchette has transferred from her position as Personnel Advisor in ADMCM to the position of Management Category Program Officer with the Personnel Operations Division of DGHR.

Denis Pagé has been appointed Head, Telecommunications Services in the Planning and Co-ordination/Facilities Management Division of DGAT.

Denis Gervais was appointed as Client Services Analyst in the Client Services and Office Systems Division of DGIM.

Julie Côté has accepted an appointment as Head, Personnel Clearance and Visit Control with DSCS. She was previously with Security and Safety Operations.

Yves Brunet, Special Assistant to the Director General, Human Resources Management, has accepted a one-year secondment to the Staff Relations and Compensation Division of DGHR as a Staff Relations Officer. **Denis Gosselin**, Development Officer with the Human Resources Planning and Development Division of DGHR, will replace Yves as Special Assistant.

Robert Bouchard, Instrument Maintenance Technician with the Administrative and Technical Services Division at CRC, has left the Department to pursue personal interests.

Patricia Bill, Senior Graphic Artist with Creative Visual Services in DCAT, has resigned from her position and joined the private sector.

Ross Hébert, Clerk with the Compensation and Benefits Office in DGHR, has joined Canada Post.

ADMTR

Jocelyne Potvin has transferred from the National Museums of Canada (NMC) to the Government Telecommunications Branch to the position of Secretary to the Director General.

Susan Latremouille has been confirmed as Policy Advisor with the Industry Structure and Services Division of DGTP.

Debbie Kemp has been appointed Administrative Officer within the Broadcast Technologies Research Branch.

Sylvie D'Aoust, previously with the Canadian Conservation Institute, has joined the Communications Technologies Research Branch as Administrative Officer.

Jacques Albert, a recent graduate of Wilfred Laurier University, has been appointed to the position of Research Scientist with the Optical Communications Technologies Division of DGCD.

Martial Dufour was promoted to the position of Communications Engineer in the Satellite Communications Division of DGRC.

Alain Dugas, a recent graduate of the University of Ottawa and a summer co-op student with CRC in 1986, has joined the Depart-

ment as a Communications Terminal Engineer in DGRC.

Robert Hahn has transferred from the Communications Devices and Components Research Branch to the Communications Technologies Research Branch, assuming the position of Electronics Technologist.

John Sydor has been promoted in the Satellite Communications Division of DGRC to the position of Mobile Systems Development Engineer.

Tina Lachance has been appointed Secretary to the Director General, Communications Technologies Research Branch.

William Moreland, previously with Bell Northern Research, has joined the Radio Communications Technologies Division of DGRC as Communications Engineer.

Michel Hall was promoted within the Administrative Services and Special Projects Management Division of DGRI at Laval to the position of Manager, Administrative Services.

Murielle Therrien has accepted a promotion to Secretary to the Director General, Office Automation Research.

Ray Sitland has been seconded for two years from the Administrative and Technical Services Branch to the position of Chief, Telecommunications Acquisition in DGGT.

Tay Wilson, A/Director, Innovation Policy, has left the Department to concentrate his energies on teaching and furthering his studies.

Eugène Marquis, Chief, Satellite Network Policy with the Network Policy and Standards Management Division of DGTP, has left the Department to join the private sector.

ADMSR

Margot Jackson has transferred within the Sector Policy, Planning and Assessment Division (DAP) to the position of Liaison Officer.

Denise Benoit has been promoted to the position of Human Resources and Policy Officer with DAP.

Larry Greetham has returned from a lengthy assignment with the Australian Department of Communications and is now the Technical Training Co-ordinator for DAP.

Carmen Centofanti has transferred from the Broadcast Applications Engineering Division of DGBR to the Spectrum Management Operations Division of DGRR, as Head, Space Co-ordination and Notification Unit. **Nicole Girard**, formerly with the Broadcast Applications Engineering Division, will

assume Carmen's previous position.

Suzanne Lambert has transferred from the Broadcast Applications Engineering Division of DGBR to the EMC Analysis and Consultation Division of DGEP, assuming the position of Interference Standards Engineer.

Chantal Beaumier was appointed on an indeterminate basis to the position of EMC Evaluation Engineer in the Spectrum Management Operations Division of DGBR.

Pat Carrey has transferred within the Spectrum Management Operations Division of DGRR to the position of Chief, Terrestrial Licensing.

Arthur Carew, Manager, National and International Regulations with DGRR, has accepted a two-year Industrial Exchange Assignment with Telesat Canada as Co-ordination Adviser for Communications Systems Engineering.

Robert Iwankiw, Application/Certification Officer and Manager, Broadcasting Information Unit in the Broadcast Applications Engineering Division of DGBR, has left the Department to engage in a personal business venture.

Lynn Morris has been promoted to Senior Analyst, Regional Communications and Culture Activities with DAP. She was previously with the Broadcasting Policy Division of DGBP.

Pacific Region

Michael Krenz was promoted to the position of Radio Inspector within the Lower Mainland District Office.

Maggie Joseph was appointed on an indeterminate basis as Clerk, Central Records with the Personnel, Finance and Administration Division of the Vancouver Regional Office.

Laurel March has accepted an indeterminate appointment as Communications and Culture Officer with the Vancouver Regional Office.

Central Region

Doris Lamoureux has transferred from the Department of Justice (Edmonton) to the Edmonton District Office, into the position of Authorization Clerk.

Ontario Region

John Haggarty has left the London District Office to join the private sector.

Carole Diotte has transferred from Health and Welfare Canada to the Sault Ste-Marie District Office.
See page 11 : People and Places

People and Places continues from page 10

Office to assume the responsibilities of Technical Clerk.

Monique Marchand, formerly with Energy, Mines and Resources Canada, has transferred to the Ottawa District Office as General Clerk.

Emma Ferragane has transferred from the Toronto District Office to Environment Canada.

Peter Allen has accepted a promotion to Spectrum Alloca-

tion Technologist with the Regional Authorization Division of the Toronto District Office.

Line Perron was promoted to Radio Inspector-in-Training with the Ottawa District Office.

Quebec Region

Michel Renaud and **Daniel Lafrenière** have joined the Montreal District Office as Radio Inspectors-in-Training.

Louise Gagnon has transferred from Fisheries and Oceans (Moncton) to the St-Rémi Office into the position of Clerk, Spectrum Services.

Suzanne Garleau, Systems Consultant with Government Telecommunications in the Montreal District Office, has left the Department to pursue other interests.

Retirements

John Howard, Manager of Engineering and EDP for the Pacific Region, has retired after 36 years of service.

Ron Lake, Procurement Clerk with the Administrative and Technical Services Division of DGAT, has retired after 37 years of service.



Reg Bilodeau, Development Technologist with the Administrative and Technical Services Division of DGAT, receives warm congratulations from his wife Alda (left) and daughter Sue on the occasion of his retirement from CRC, after 20 years of public service.

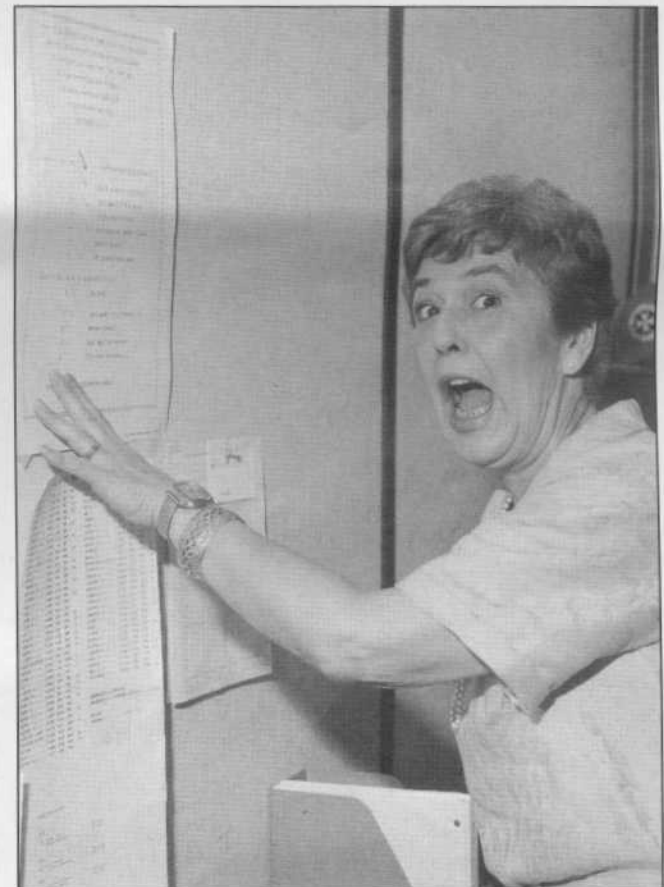


Peter Townsend (left), Operations Manager in the David Florida Laboratory, is presented with a retirement gift from Fred Daniels, a Technologist in the Communications Satellite Systems Division of DSAT. Townsend is retiring after 34 years of public service.



J. (Hap) Nelson (second from left) and Cécile Graham (second from right) recently retired from the Department. Nelson was in the public service for 40 years, most recently as Head of Personnel Clearance and Visit Control with DSCS. Graham was Special Projects Officer with the Security and Communications Support Services Division of ADMCM and had completed 20 years of public service. They are seen here with retirement certificates presented by Colin Taylor (left), Acting Director of Security and Communications and Support Services, and Michael Binder (right), Assistant Deputy Minister, Corporate Management.

(Right) Down to the last day! It's been fun, but... Yvonne McIntyre, Clerk with the Training and Development Unit of the Human Resources Planning and Development Division of DGHR, expresses her delight at seeing the end of her retirement countdown. After 25 years of public service, McIntyre has mapped out a busy and exciting schedule for the future. Those who know her feel blessed to have spent time in the company of a warm and professional colleague.



Émile — Retirement Thoughts

by David E. Butler (DGAT)

Sadness is not easy to take
Especially in your sake
Since you must leave the fold
For more of your life to unfold!

"Émile Transport" may disappear
But not without more than one lost tear
Nor loss of the "practical designer of the year"
Who to these ladies was held so dear!

Your dedication to your "Service"

They will continually miss
Along with your extensive knowledge
Which always gave them the edge!

To you these thoughts are meant
Even from this writer-gent
Who knows that you will succeed
In each and every future deed!

This poem was composed in honour of Émile Labranche, who worked in the Executive Correspondence Secretariat for five years and retired this winter.



John Young, Chief of Services Analysis with the Industry Structure and Services Division of DGTP, has retired. Young was presented with a special retirement hat to top off his 16-year career in the public service.

Long Service Awards

25 years

Ghislaine Gravel, Financial Advisor with the Finance and Administration Division in the Quebec Regional Office in Montreal;

Robert Moulton, Shift Engineer with the Central Heating and Cooling Plant of DCAT;

Robert (Andy) Anderson, Radio Inspector with the Brandon Sub-Office.

35 years

John V. Borutski, Estimator/Planner with the Design, Drafting, Planning and Estimating Unit of DCAT;

Hilliard Billings, Labourer with the General Labour Shop of DCAT;

Barry Sullivan, Director of the Finance and Administration Division of DGGT.



Larry Peters, Telecommunications Policy Analyst with the Government Telecommunications Agency, recently received a medallion marking 35 years of public service. He is seen here with colleagues who joined him for this special occasion. Front row (from left to right): Roger Beuparlant, Huguette Desjardins, Larry Peters, Maude Gilbert, Christine Leduc, David Etmanskie and Anne Senior. Back row (from left to right): Michael Davidson, Charles Knowles, Duncan Taylor and Brian Edwards.



Dr. Jack Chambers (left), Acting Director General, Space Technology Research, is presented with his 25-year service plaque by Deputy Minister Alain Gourd.

Frank VanderZande, Supervising Inspector, receives a commemorative plaque for 25 years of public service from Ivan Cartwright, District Director in Prince George, B. C. VanderZande began his career in 1963 with the Department of Transport before transferring to the Department of Communications in 1973, where he worked as a District Director and Supervising Inspector in various district offices.



Richard Stursberg, Assistant Deputy Minister, Technology, Research and Telecommunications recently presented Bill Mather (above), Technologist for the SHARP Project in the Radio Communications Technologies Division of DGRC with a 35-year service medallion. Three other ADMTR employees also received long service awards at the ceremony: David Barlow (top centre), Technologist, Military Satellite Communications Unit of DGRC (25-year plaque); Stuart Hitchcock (far right), Technologist with the Advanced Devices and Reliability Division of DGCD (35-year medallion); G. Max Royer (bottom), Project Leader of the Radio Propagation Division of DGRC (25-year plaque).

