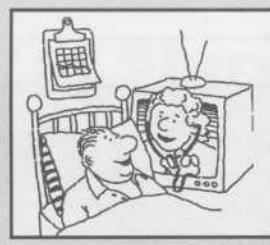




**CCI takes a crack at Bourassa painting**  
page 3



**Telemedicine a life-saving link**  
page 4



**Retirements**  
page 8

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# COMMUNICATIONS EXPRESS

Volume 8, No.3

Canada

## New office focuses on standards

by Stephen Rouse

The new Standards Program Office (SPO) will better focus the Department's work on information technology and telecommunication standards, says Bill McCrum, Director, Systems Interconnection.

"There are hundreds, if not thousands of standards when you think about all the systems under the umbrella of telecommu-

nications and information exchange systems," says McCrum. "About a year ago we realized there was a variety of standards work going on in the Department with no overall strategy — and no direct co-ordination of activities."

The SPO was formed to co-ordinate and support the Department's work in Information Technology and Telecom-

See page 6: Standards



The Department's senior management team poses for the photographer during a break at the annual Strategic Planning Session held at Chantecler, in Ste-Adèle, Québec, October 17-19. From left to right: Ken Hepburn, Senior ADM Corporate Policy; Alain Gourd, Deputy Minister; Paul Racine, ADM Communications Policy; Jacques Lyrette, ADM Québec; Michael Binder, ADM Research and Spectrum; Barbara Bloor, ADM Corporate Management and Charles McGee, ADM Arts and Heritage. The December edition of *Communications Express* will report on the main developments from the planning session.

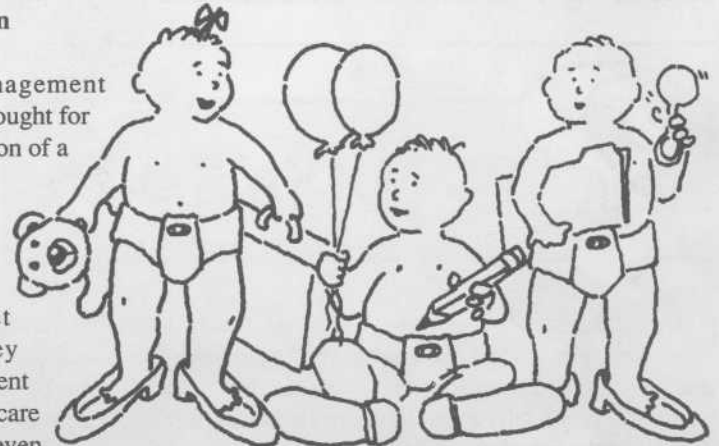
## National Capital Region daycare in demand: survey

by Michel Vachon

Senior management support is being sought for further investigation of a departmental daycare centre in the National Capital Region.

The request follows a survey indicating sufficient demand for a daycare centre. "Eighty-seven children would be enrolled if a centre were operating in 1991. That is very high for the first year of operation. It's a good indication of the kind of demand there would be in subsequent years," says Erica Claus, Senior Program Evaluation Manager.

"On the basis of the positive results of the daycare survey, we're going to ask



senior management for the go-ahead to look into the feasibility of finding space and resources to get this thing under way," says Claus.

The survey, conducted by Claus, Shelley Borys and Brian Evans of Program Evaluation, was sent to all

See page 2: Daycare

## Project previews advanced television

by Stephen Rouse

The Broadcast Technologies Research branch has enhanced Canada's role in the selection of the next generation of television by opening a unique evaluation laboratory.

Tests at the new lab will be a critical part of a Canada-United States effort to determine the suitability of several advanced television systems as broadcast standards in the two countries.

Two U.S. groups, the Advanced Television Test Centre and Cable Television Laboratories, will test the systems and, with advice from the Canadian lab, prepare taped material to demonstrate the picture quality of each system under simulated broadcast conditions.

The Canadian lab, operated by the Broadcast Technologies Research branch and supported by the Broadcast Regulation branch, the CBC, Telesat Canada, and Leitch Video International, will use this taped material for subjective testing.

"We've capitalized on our technical expertise in the area of subjective testing of advanced television to carry out a very important part of the evaluation activity," says Paul Hearty, who heads the Canadian lab. "The tests conducted here will strongly influence which system or systems will be chosen and will ensure that a standard is developed that responds to our regulatory needs and the public's needs."

Rather than rely on hardware, the Canadian lab will use the instrument that is

See page 4: Television

## More international access to CHIN considered by UN

Police and museum officials worldwide will find it easier to exchange information on stolen art if the United Nations (UN) Secretary General acts on a resolution giving the 160 member countries of the UN access to the Canadian Heritage Information Network (CHIN).

The Register of Stolen Art and Artifacts (ROSA), developed by Interpol Ottawa and CHIN, contains records of more than 14,000 missing cultural artifacts and artworks, and is already available to Canadian museums and galleries. Delegates at a UN congress on crime prevention passed a resolution in September asking the Secretary General to

explore ways to provide this information to all members.

"One of the challenges now is to make this information available to police and museum officials in both developed and developing countries," says Peter Homulos, Director General of CHIN. The information could be provided to member states through a connection between the United Nations Criminal Justice Information Network and CHIN.

Homulos says museums in 22 member countries already use CHIN. A special fund based on user fees which could give all countries equal access is being considered.

CHIN has recently trans-

ferred part of the database, including images of the stolen works, to CD-ROM. "By packing all of this data on two compact discs, we can disseminate it inexpensively in countries with limited telecommunications capabilities," says Homulos. "All they need is a computer and a CD-ROM drive."

CHIN has worked with Interpol Ottawa since 1983, compiling records of art thefts and basic museum information for a national museum database. Homulos' branch became involved in the UN project after Department of Justice staff attending an earlier crime prevention congress saw the

potential to expand Interpol Ottawa's database of stolen art internationally.

Various international bodies recognize the need for an effective international exchange of information to deal with art theft. An Interpol report cites the recovery rate of stolen art at only 12 per cent, with 90 per cent of the pieces being recovered in the country where they were stolen.

"This suggests that once the material is stolen, it is moved very quickly out of the country," says Homulos. After a piece is removed from the country, it is very difficult for the police or museum community to track it, he says.

A database of cultural legislation is also in the works, says Homulos. It will give museums reference to the laws of other countries, including legislation on illegal exports of artifacts. The system should facilitate information exchange among countries, helping to make art theft less attractive.

"We hope keeping the international police and museum communities better informed will actually act as a deterrent," explains Homulos.



**Recycled Paper**



Send in Furrow. I have some numbers to run by him.

## YOU ASKED US

**Q:** Is the equalization payment given to clerical and secretarial staff earlier this year under pay equity taken into account in the calculation of pay for acting situations and promotions?

**A:** Yes, in all situations – since April 1, 1990. If you belong to the CR group, and you move to a secretarial position (ST), the CR-level equalization pay will stop when you change classification and the equalization pay for the ST level will begin.

If you are at the ST or CR level and move to a level not eligible for pay equity (administrative group (AS), for example), your AS salary will be calculated based on the ST salary after equalization pay is added, but you will not receive any more adjustments.

Rumours have circulated about extra equalization payments, but at press time there was no evidence to support them.

**Q:** How can I get a GEMDES (E-mail) account?

**A:** Simply send a memo with your name, sector, branch, group, phone number, user ID, and financial code to your contact officer – at Headquarters, Diane Côté in the Integrated Office Systems Division of DGIM (990-4365). If you work at CRC, contact Telecommunications Officer, Sue Johnson at 998-2707. For employees working in the regions, contact your regional GTA office.

## COMMUNICATIONS EXPRESS

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## FROM THE SUGGESTION BOX

### Cross-reference solution

The most recent Government of Canada phone book has incorporated a useful cross-reference from the index of names to the page on which the name appears in the main body of the book. Would it be possible to do the same thing with the Communications Canada directory?

Yes, it is possible. However, there would be costs for software development and additional pages (nine more to fit a one-column format). This would also mean a larger binder as the current one is nearly full. Your suggestion is under consideration for the next edition.

### The cost of cool

Why aren't the air circulation fans and air conditioning turned on at headquarters when employees have to work overtime in the evenings and on Saturdays and Sundays?

The lease agreement between Public Works Canada and Campeau Corporation stipulates that the building's temperature and humidity will be maintained between 7:00 a.m. and 6:00 p.m. on working days only. This is in keeping with Energy Conservation Program standards.

Employees who must work outside normal working hours may request that air conditioning be turned on for their area. The cost is \$61.00 per hour, with a four-hour minimum, to be paid by the requesting branch, when approved by its director general. Contact Facilities Management at 990-1900.

### Voicing opinion

I've noticed that the message on the P.A. system on Tuesdays at 11 a.m. is always quite incomprehensible in the reader's second language, making it difficult to understand the evacuation procedures for an emergency. Would it not be possible for a francophone and an anglophone to work together to perfect the pronunciation of the message in both official languages? You could record it all on a cassette and on each Tuesday, simply play the tape.

The voice communications system is tested every two weeks for several reasons: to ensure the system works; to give commissionaires the opportunity to use the system; and to monitor their capability. This method ensures system and staff effectiveness for emergencies, but is complicated by frequent staff turnover and the need to train back-up personnel.

It is felt that using a tape during routine system

tests could reduce staff readiness for emergencies, jeopardizing employee safety.

### Timely response

When I joined the Department many years ago the average time it took to process radio frequency co-ordination requests between our offices and United States agencies was four to six weeks. Since then the service has not improved, with some delays taking several months. These delays are difficult to explain to our customers and have been the subject of several memos to regional offices and headquarters.

Is it possible to put a system in place that will allow a consistent three- to four-week turnaround of requests between Canadian and U.S. agencies?

It is agreed that long delays are unacceptable and steps are being taken to improve co-ordination.

Federal cutbacks have reduced staffing in the U.S. public service, resulting in a much slower turnaround time when responding to Canadian requests. A meeting with Federal Communications Commission (FCC) and Communications Canada officials last spring to discuss the problem produced somewhat better response times.

The FCC, the Department's American equivalent, is made up of three agencies, which all have different response times. Senior management has contacted these agencies, and in the case of the Office of Engineering and Technology (OET), a co-ordinator has been assigned the task of speeding up U.S.-side processing.

Reducing delays to two weeks has also been the focus of a Canada/U.S. pilot project started last year to automate the internal transfer of requests. Three district offices in Ontario, Quebec and British Columbia are participating.

### Do you have the correct time?

The Department has several forms and computer programs which use dates. Many of these dates are in different formats (ie. Year/Month/Day or Day/Month/Year). This leads to errors. Why don't all departmental, and preferably all federal government, forms and computers use the same date format?

Your suggestion was discussed at a recent Information Review and Advisory Committee (IRAC) meeting. "The problem seems to be with the forms not the computers," says IRAC member, Tom Racine, Director, Automated Spectrum Management Systems. He says it is up to each sector to standardize forms to match computers, which have always used the YY/MM/DD format.

## Letters to the editor

I would like to express my appreciation to my fellow DOC employees who contributed to the success of the Departmental Picnic at CRC on August 19.

The efforts of the planners on the organizing committee, the CRC staff and others who set up the facilities and managed the logistics on site, as well as the fearless/foolish individuals who participated in the bureaucratic games, all combined with the beautiful weather to make this a very enjoyable event for all of us who had the good fortune to attend.

The activities were even better organized than last year and the child-oriented emphasis once again made for lots of family fun. This was a valuable contribution to DOC team-building in the HQ area and congratulations are due to all those whose time and effort made it possible.

**Dan Rainboth**  
 Director, Internal Audit Branch

## Daycare continues from page 1

National Capital Region employees at the request of a parents committee that formed in response to a recommendation in *Challenge for Change*.

Because resources for the survey were limited, no attempt was made to achieve a representative sample. "The survey is a good indicator of what the demand for daycare services would be, but it is not representative of what all employees think of daycare," explains Claus.

Almost a quarter of the respondents who said they would be interested in enrolling their children in daycare also said they would be willing to help set up and operate the centre. "They are obviously committed and are not just saying they are interested," says Claus.

A small percentage of those surveyed expressed concern about public funds supporting a daycare centre. "They aren't necessarily opposed to subsidized daycare as such, but some people were concerned that parents who don't really need subsidies might take advantage of them," says Claus. Other respondents suggested that a daycare centre should not be located at headquarters because the building is already too crowded.

# CCI takes a crack at Napoléon Bourassa painting

by Jim Todd

Helen McKay, Senior Assistant Conservator at the Canadian Conservation Institute, is fighting the ravages of humidity to restore a damaged Canadian masterpiece.

A 66 cm crack mars the surface of *La Peinture Mystique*, a large oil-on-wood painting by 19th-century Canadian artist Napoléon Bourassa. McKay suspects two reinforcing braces screwed into the back of the painting, probably by Bourassa, caused the wood to weaken and crack after repeated expansion and contraction from changes in relative humidity over the years.

## X-ray machine speeds up CCI analysis

by James Greer

The job of analyzing paintings and paint samples at the Canadian Conservation Institute just got a little easier.

CCI has bought a rotating anode X-ray generator to analyze minute portions of paint. "We can now analyze particles smaller than a typewritten period," says John Taylor, Analytical Research Services Chief. The sample only has to be one grain of pigment — less than half a millimetre wide — taken from the artwork.

The generator, one of only two currently used in the world, can test an average of 16 samples a day and has a database of 50,000 substances, as well as a computerized search/match program.

"Using the old equipment, we used to have to make an exposure overnight then manually match the components found. We analyzed 20 samples a week before," says Taylor.

CCI spent \$300,000 on the generator. "It's quite cheap for what it will do. We work on some expensive paintings and a quick decision is important. For what we do, it's very cost effective," says Taylor.

McKay began examining the 1.83 m by 1.22 m, 31.76 kg painting this summer at the request of the Musée du Québec and is aiming to have it ready for an exhibit of works from the museum's permanent collection next May.

Before she undertakes repairs, McKay will determine the best method, report her findings and present the proposed treatment to the museum for approval.

"I would like to use a filling material that won't crack and eventually fall out," McKay explains. "I've been experimenting with silicone filler in conjunction with other materials to make them more elastic, but I don't know if that will be appropriate. I have to do some more testing and investigation."

Silicone has been used successfully as a filler in wooden artifacts, but McKay is not aware of its ever being used to repair a cracked painting. "It is difficult to paint and match silicone to a painting's surface texture. It may well turn out not to be the solution," she says.

The main crack was repaired in 1980, but the filling has since cracked and fallen out. McKay notes that the crack has not moved significantly in recent years, probably because of stable humidity in the Musée du Québec, which she expects will help make any repair more lasting.

"A smaller work could be sealed in a frame-case to moderate relative humidity, but the size and weight of the Bourassa painting ruled out this approach as it would make the large painting even more awkward to handle and increase its potential for damage," McKay says.

To facilitate repairs, McKay considered removing the panel from its carved wooden frame, but since it is believed that Bourassa made the frame, secured it to the panel and filled in the gaps between the frame and the painting, its removal would affect the integrity of the work.

"We don't like to tamper with what the artist has done. If it can be avoided, we would like to keep the work as original as possible," she says.



CCI Conservator Helen McKay (left) sets up an X-ray of *La Peinture Mystique* with recording and documentation technologist Jeremy Powell to obtain sub-surface details as part of CCI's examination of the work.

# Certification office helps promote Canadian film

by James Greer



Certification Officer Robert Soucy and Manager Katka Selucky discuss the certification of one of the several hundred Canadian films that pass through the Canadian Audio-Visual Certification Office each year.

Confirming a film's eligibility for tax purposes may not be a glamorous part of the movies, but it is essential to the health of the Canadian film industry.

Since 1974, the federal government has allowed a tax deduction on private sector investment in films that are certified by the Canadian Audio-Visual Certification Office (CAVCO) as meeting minimum Canadian content requirements. In the late 70s the government extended the program to independent television productions as well.

"Movie production is a very high-risk industry," says Katka Selucky, CAVCO Manager. "Investors have no way to know if a movie will be a hit or a bomb. Most films do fail financially. The incentives are a way of encouraging private investment of capital."

Verifying tax requirements is not the only rationale for certification. "We certify primarily for tax purposes, but it also has wider relevance," says Selucky. "Canadian content is absolutely central to film and broadcast policy and has been for over the past 20 years."

"Besides tax incentives, certified films are eligible for Telefilm Canada assistance. Also, CAVCO certification can be a prerequisite for projects that want to apply for financial aid from

provincial film assistance programs," Selucky says. Canadian broadcasters can also get Canadian content allowance from the CRTC for showing CAVCO-certified productions, she adds.

For a film to be certified, it must score a minimum of six out of a possible 10 points awarded when a Canadian holds a key creative position (see chart for point breakdown). The film's producers must be Canadian, although the production company doesn't have to be. Either the director or the screenwriter must be Canadian, as well as one of the two highest-paid actors.

"The director and the screenwriter are the two most important creative forces in the film," says Selucky, explaining the point system. "The actors are the most visible part of the film and the rest are responsible for the look of the film."

## "The incentives are a way of encouraging private investment of capital."

In 1989, CAVCO certified over 200 films worth some \$430 million. The office often gives advance rulings on Canadian content before films go into production, and provisional approvals can also be requested before post-production is com-

pleted. A final certification, once a project is finished, is mandatory for a production to be eligible for special tax status.

## "Canadian content is absolutely central to film and broadcast policy ..."

Another requirement for certification is that a copy of the film or videotape be sent to CAVCO for screening. "We have to make sure that the end product is what has been applied for. We check the screen credits to make sure the information submitted is correct," says Selucky.

All the information that CAVCO collects has been made into a database on Canadian film production. "We often provide statistical bulletins on film production to various departments, the industry, anyone who wants it," says Selucky.

CAVCO also gives Canadian content registration to official co-productions with other countries and certifies projects that qualify under the UNESCO audio-visual certification program. UNESCO certification promotes international circulation of qualified educational, scientific and cultural products (slides, films, tapes, video) by guaranteeing duty-free export.

## CAVCO point breakdown

Director	2 points
Screenwriter	2 points
Highest-paid actor	1 point
Second highest-paid actor	1 point
Head of Art Department	1 point
Director of Photography	1 point
Music composer	1 point
Picture editor	1 point

# Telemedicine a life-saving link for Greek Islands

by Stephen Rouse

Villagers in remote areas of Greece are receiving expert medical care under a program initiated by a Communications Canada employee.

A nation-wide telemedicine network that allows specialists in large hospitals to monitor the health of patients in outlying regions was recently announced by the Greek government.

"Greece's climate is beautiful, but the topography is terrible," says Terry Kerr, Director, Communications Applications at Communications Canada. "The country's islands are virtually isolated, making it difficult for doctors to reach people, so health care by telecommunications is the only alternative."



Kerr recently took part in a civilian NATO project which used Canadian telemedicine expertise to set up a link between an Athens hospital and a small Greek island. The project's success means 14 remote terminals will soon be connected to the Gr-Telemed operation centre at the Sismanoligion Hospital in Athens.

The first goal of most telehealth systems is setting up a good telephone link between major consulting hospitals and a health-care giver in a small community, says Kerr. But once connected, specialists in the larger

centre can check a patient's vital signs, receive x-rays and view pictures of ailments such as eye injuries.

Much of the credit for the project, says Kerr, is owed to Dr. Max House, a leading specialist in telehealth in Canada, and head of the Telemedicine and Educational Technology Resources Agency in St. John's, Newfoundland. Communications Canada has been a major sponsor of the agency, which assists groups in Canada and abroad in the fields of telemedicine and tele-education.

Kerr first met officials from the University of Athens two years ago. Last November he and House were invited to Greece to present telehealth seminars to doctors and discuss technology with Greece's national telecommunications organization.

The recent announcement of a senior-level advisory committee to set up telemedicine in Greece and the new country-wide service were the culmination of many months of effort. Greece has since requested the services of a Canadian informatics specialist for a minimum one-year term starting in January. Kerr says the specialist will work with engineers at the hospital to install internal communication systems that will provide doctors with a broader range of diagnostic applications.

Telemedicine, says Kerr, will play an important role in the future as rising costs and scarce resources make it difficult for small or remote communities to seek expert health services.

"If you have a high-calibre medical resource in one area, you can share that resource in many areas simply and inexpensively through telecommunications," enthuses Kerr.

## Television continues from page 1

the real test of a system's suitability — the viewer, says Hearty. "We will present carefully crafted material to allow viewers to evaluate how systems fare, both ideally and under broadcast conditions."

Hearty's first priority is setting up a lab that will allow scientists to show the material to viewers under precisely controlled conditions that ensure sensitive and repeatable evaluations. A special room constructed to control lighting and other viewing conditions is in the final stages of construction. Between 2,500 and 4,000 people may take part in the experiment during the project.

The results of the tests will be submitted to advisory committees of Communications Canada, and the U.S. Federal Communications Commission (FCC). These findings will be an important part of the final decision on which standards are adopted by regulators in both countries.

"There are transborder agreements set up between the FCC and departmental regulators, so obviously both sides will have discussions during their individual deliberations. It makes good economic and operational sense to have a common standard," says Hearty.



A delegation from the Hungarian Ministry of Justice visited Communications Canada headquarters to study Canadian media law. The visit was part of a mission gathering information for legislation reflecting political changes in Eastern Europe. The group spent September 21st with the Legal Services Directorate but were in Canada for 10 days. Shown in the photo are (left to right): Laslo Kecskes, Zoltan Wolnar, and Edit Papacsy of the Hungarian group, Deputy Minister Alain Gourd, and Philip Palmer and Elizabeth Gilhooly of Legal Services.

# Voice mailbox etiquette

by James Greer

The voice mailbox can be an effective tool in the modern office, but only as effective as the message it records.

Ineffective messages can be created by any personal idiosyncrasy. We all have the capacity to garble our speech. However, the more common problems are caused by personal habit rather than deviated septums.

"... silence, dial tone ..."

It doesn't make sense to phone someone, listen to the whole message, then hang up. It's just plain inefficient. You've invested the time, take the payoff. Most people are conscientious and will return your call as soon as they can — why else do they have an answering system?

"Hi, umm, ah ... this is, ah ... I was just... never mind."

It's Scouting motto time: you had the whole message as warning that this moment would come, so BE PREPARED. Decide what your message should be while the machine has its say.

"Hi, this is Bob, please call me."

Sometimes the obvious escapes people; even the voices of loved ones may no longer be recognizable on a recorded message. Always leave enough information to avoid guessing games. Not every office has a certified mind reader on staff.

"Hithisisjohnungerfromxyzcorppl easecallmeat5147836764."

Did you get that? On the first try? You don't have to hurry. Most mailboxes will give you

enough time to say your message, especially your phone number, slowly and clearly. Pretend somebody at the other end is writing it down as you speak. The people receiving that message will thank you for it, if not vocally when they return the call, then at least mentally.

Thanks to Lewis Scott, Manager, Advanced Informatics Technologies, DGCP for coming up with the ideas and situations for this article. He would like to know who left the message "Hi, this is H!mga\*bph (unintelligible), please call me." on his voice mailbox recently. He has no idea who you are or where to reach you and would appreciate it if you called him back.

# Workshop stresses listening skills

by Stephen Rouse

Central Region employees are learning a sure-fire way to end the often sour experience of taking calls from frustrated and angry taxpayers — listening.

"Listening carefully to what information a caller is seeking, and then getting back to the person quickly is the best approach," says Rick Gensiorek, Supervisor, Mobile Services, one of three employees from the Central Regional Office who created the "Let's Communicate" program, a two-day workshop on communication skills.

The public's uncertainty of how government programs work often causes a heated exchange over the phone, says Louise Dureault, Human Resources. "Then you either fall into a trap of a misunderstanding or you learn approaches to ease their frustration."

Learning to defuse tense situations by using better communication skills is only part of the workshops, says Gensiorek. Instructors use case studies, role-playing and videotapes to teach employees the value of listening skills and how to get a message across more effectively.

"Let's Communicate" has proven so successful that Gensiorek and Dureault, along with project co-ordinator Dawna Csatori, recently received a Group Achievement Award. Materials for the course are being translated and will be available to other regions by next year.

The program was initiated in response to the Communication Canada's Mission Statement, whose operating principles stress service to the public and effective communication among staff.

"There was a strong focus in the mission on changing the public's perception of the service

they get from government employees," says Dureault. "A big part of our mandate was helping departmental employees communicate better." Dureault and Gensiorek spent four months travelling to each district office in the Central Region — eventually delivering the workshops to all 150 employees.

"What I've realized is that before you communicate something, even in a memo, you have to sit down and clearly establish what it is you want to say," says Roger Collet, Executive Director of the Central Region, who took the course. "In a room with 20 listeners, if the speaker uses unclear language, you can have 20 different meanings to the message."

Collet says the skills taught in the workshop will go a long way to improving communication between managers and employees.

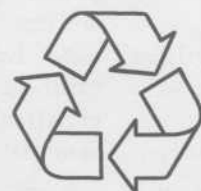


United Way  
Centraide  
HEALTHPARTNERS  
PARTENAIRESANTÉ

## Congratulations!

Communications Canada employees in the National Capital Region easily surpassed the departmental target of \$103,000 for this year's United Way/Healthpartners campaign.

Watch for more details in a special report on National Capital Region campaign events to be published later this month.



**Think recycling!**

This paper contains recycled waste.

# Employees speak out

## Support for PS2000 goals, concerns about implementation

by James Greer

The release of the PS2000 task force reports, summaries of which were sent to all departmental employees, has given Communications Canada employees an opportunity to develop their views on public service reform. *Communications Express* recently spoke with 12 employees about the reports. They generally supported the recommendations, but also expressed some concerns.

Only one-third of the 12 employees had read the summary of the task force recommendations. There is an equal split between those familiar, slightly familiar and unfamiliar with the report. Those only slightly familiar with the report say they generally received their information from the media.

### Faster staffing

Recommendations to increase managers' authority in staffing matters are viewed favourably; several interviewees believe it takes too long to fill vacant positions ("a ridiculously long time," according to Tracy Stewart, Cabinet Liaison Officer, Priority Planning and Government Business) and that these measures would reduce that time. Only a small number believe this may not be a good thing.

"The (current) procedure is such that there are controls all along the way. From a taxpayer's point of view, it gives a fair chance to everyone. But from a manager's point of view, there's little flexibility to hire and fire and promote," says Charles Vallerand, International Comparative Policy Officer.

### Accountability and fair practices

Opinions are split on whether there are adequate controls, either in place or recommended in PS2000, to curtail unfair hiring and promotion practices.

"Whatever safeguards can be put in place can be skirted too, but I think there's good recourse or redress if there is some sort of abuse of power," says Jim Laursen, Director, Yukon District Office. "Employees have every avenue if they think they've been unfairly treated, to have it explained to them, or to explore some other avenue so that whoever made the decision can be questioned."

"Managers are going to be left with too much authority and not enough accountability for hiring, firing, and transferring employees," says Roger Léger, Inventory Records Clerk, Materiel Management and Contracting Services. "It might wind up as, 'You do this today, do that tomorrow, and if you don't want to do that tomorrow, watch out.'"

"When managers are hiring they pretty much know who they

want," says Vallerand. "People like to work with people they know they can work with. That's a universal thing. If that's considered being abusive, to hire someone you know or someone you can work with and not someone objectively out there on a list waiting to be hired, then there will be abuse."

"I think all managers, if given more responsibility, will have to answer for their decisions. They have to have access to the best resources — if the best person just happens to be a friend, so be it. If they hire someone they know who can't do the job then they will answer for it," says Ginette Leclerc, Director, Government Telecommunications Agency, Quebec Region.

### Job classifications

Another recommendation that splits opinion among employees who spoke with *Communications Express* is the proposed reduction of the number of job categories and classification levels in the public service.

"They shouldn't reduce them," says Denise Duchesne, Co-ordination Support Officer, Canada/US Co-ordination Group. "If you have expertise in one field, you should have that classification. Right now a lot of people do have the expertise, but they just don't have the classification. Or they used to have it and they don't any more. As a result, they're not getting paid for their skills any more."

"Everything seems to be grouped into small groups and you sink or swim. It's like hell trying to get out," says Léger.

"With fewer levels of management and/or job levels, you have a better chance to move up," Laursen says.

"The system in my own division, my own professional line, is very clear," says Vallerand. "People know how to move within that system. If simplifying means more mobility or a better chance for advancement, then obviously I'll support it, but the system seems to be working fine from my point of view."

### Union and government co-operation

Many of the interviewees believe the unions and government should be more conciliatory towards issues in the reports. As well, they tend to be more open to the unions, rather than the government, taking the hard line.

"It's nice to have the watchdog (the unions). It's good to have the opposition. It keeps us healthy, but not to the point of



halting the report," says Alison Taylor, Copyright Policy Officer.

"If (the government) doesn't get any co-operation with the unions, I think they're going to find they're fighting a losing battle right off the bat. They have to get the members to fully understand PS2000 so we can make our own decision," says Léger.

"(The government) is just asking for trouble if they try 'This is what we've thought out in our dark and smoky room in the tower and this is what you will accept'. They're probably going to have to come down and hammer it out a bit. You can't just bring down this edict and expect everybody to toe the line," says Laursen.

### Simpler administration

Some of the employees *Communications Express* contacted believe the PS2000 recommendations will simplify administration. However, not as many are sure their own jobs will be affected. Employees cite two causes for this: scepticism that the recommendations will be fully implemented; and a perception that most of the recommendations will affect the higher levels of management more.

"Hopefully, the report will de-bureaucratize the civil service to a degree," says Anthony Hayduk, Radio Inspector, Regina District Office. "It's going to cut out a lot of the unnecessary paper shuffling. I think you'll see managers and staff being held more responsible for their resources, their time, and their dealings with the clients."

"If the report goes like they say it's going to go, then it should have great effect," says Malcolm Chafe, Spectrum Control Supervisor, St. John's District Office. "If they have the resources to do all this, then it can't be anything but positive. The aims and

objectives are good, but will we be hampered in applying it? Will budget and resources enable us to do it?"

"It seems that it will rectify a lot of problems at the higher level but not the lower level. Financial commitments and deputy ministers' responsibilities seem to be affected, but as far as the general workers, we might end up doing more clerical work. That's the way I read it," says Léger.

### Tailoring employee programs

On the issue of tailoring daycare and fitness programs to suit the needs of individual departments, nearly everyone *Communications Express* spoke to is in favour. Some people have improvements to suggest, however.

"If (the program) is tailored towards a specific organization then it would meet the needs of its employees. But if there are global standards it would be more beneficial because in some places they may not be able to make a program work. There should be some kind of minimum standard globally administered, then the program should be moulded to the needs of a particular group," says Betty Cormier, Customized System Analyst.

### Best aspect of PS2000

A number of employees consider the best feature of PS2000 to be its attempt at public service reform. "There is a move towards bringing the public service into the 90s," says William Holland, Radio Inspector, Belleville District Office.

"There is an effort to recognize the value of the civil servant, not the machine. The civil service overall is a mind-boggling animal, but still they are trying to look at it from the individual's point of view and see what could make them happier, more comfortable, simplify their job, and motivate them," says Vallerand.

### Worst aspect of PS2000

Areas where the employees have concerns include: a feeling that there has been a lack of consultation and explanation of PS2000; the possible effect of outside considerations (budget, for example) on the report; and the belief that the changes are political, changing the public service's mind-set rather than improving service.

"Most of us are afraid that this is an effort made by a

Conservative government to change the attitude of a perceived Liberal civil service," says Vallerand. "I hope this isn't an effort to reshape the whole philosophy of the civil service just to bring a new attitude that is more in line with the Conservative philosophy of management. I'm not sure the long-term employees are convinced to what extent these changes are really needed."

"I think there should be more forums and seminars made available to rank-and-file employees. It could be done through the unions or through the committee responsible for the report," says Holland.

"These are recommendations, and a lot of them are motherhood statements. You can't go wrong with them, but who is finally going to approve this?" asks Chafe. "They say words that are hard to define, stuff that's all right to say but is it tangible to do? Some parts of the report have proposals that I find hard to understand."

### Morale and pride

A few of the employees say the report missed some points, including the need to improve the public's view of the public service, the idea of reducing the turnover of long-term employees, lessening the emphasis on youth in the public service, and focusing more on equity for women.

"In Europe, especially France, Germany, and Belgium, there's a whole philosophy of serving your country," says Vallerand. "The civil service is the best career a person could have. It's very much in the people's culture. I feel that the report could have made an effort to say 'Look, Canada, we've got a great civil service. We recognize this contribution and we're going to create a system and conditions to improve it even more.'"

"I think they should look at their long-term employees and focus on the expertise that the public service has rather than trying to bring in new people all the time and keeping everything in turmoil," Léger says.

"I haven't heard a lot about equity for women. It seems to have been kept distinct and separate rather than it being a part of the whole report. I would like to see better integration of the status of women into the report," says Taylor.

*Do you have views on PS2000? You are encouraged to communicate them to Raynald Turgeon, DIRH, Room 1594, Journal Tower North. If you have opinions or suggestions you would like to share with readers of Communications Express, please call Jim Greer at (613) 235-5944 or write a letter to the editor (for address, see page 2).*



## Stress relief

# Attitudes changing toward leave

by Michel Vachon

Self-funded leave programs — such as the one recently adopted by Communications Canada — signal a change in attitudes about employees' taking time off.

There is a growing recognition of the benefits of leave for employees and employers, says Ray Springer, a Senior Policy Analyst with Treasury Board who organized the public service's first self-funded leave program for Employment and Immigration Canada. "The program was conceived to help deal with problems of long-term burn out. Employees return from leave refreshed and re-energized — ready to go back to work with new energy."

In the past, taking extended leave involved a risk for an employee because there was no such plan in the federal public service, says Springer. Such plans were mostly restricted to the

education field. Recently, the idea has begun to cross over into other professions.

The self-funded leave program allows an employee to put aside money to finance up to a year's leave from work. Eligible employees can have up to one-third of their pay automatically deducted and deposited in a leave fund. Taxes are deferred until the money is withdrawn during the leave.

The plan makes it easier for employees and managers to plan leave, says Springer. "Previously, there was no structure within which employees could ask for leave in three or four years and have a reasonable certainty that it would be granted at the time they wanted it. One manager might agree to an employee going on leave but, if that manager moved on, there was a chance the one who followed might not be so accommodating," he adds.

The mechanics of leave were a headache for managers as well.

With self-funded leave, however, an employee applies well in advance, giving managers time to plan. The substantial time-span of the leave — six months to a year — also means an employee filling in has time to learn the job properly.

Self-funded leave needs a positive response from intermediate managers if it is to succeed, says Springer. "They really have to support the recommendation and if they can't see fit to let people go, then the program will have difficulty; if they can, then it will thrive," he explains.

Surprisingly, only about 170 people out of the entire public service have signed up for the plan. Springer attributes some of this low participation to the complexities of modern life, especially the extra planning two-income families would face. "The program loses some of its appeal for a person whose spouse works where such a leave isn't available."

The biggest obstacle for most people is the idea of taking a pay cut, Springer notes. "It's hard for a lot of people to realize that they would not be taking a cut of 20 per cent, for example, from their regular pay cheque, but taking a cut of 20 per cent from their pre-tax income," he explains.

More junior management and support staff have applied for leave than have employees of other ranks. Springer says that the response, although slow, has been positive. "From what I can gather there hasn't been a single application refused to date."

Springer says he expects attitudes about the program to change as returning employees tell their colleagues about the advantages of self-funded leave. "I know of one person who took a year off, built a house, and travelled. He did in one year what took me three years to do."

With files from *Public Service Newslines, Treasury Board.*

## Communications Canada's self-funded leave program

Communications Canada's self-funded leave program was implemented in August. Here are some of the basic features.

- any indeterminate employee may apply;
- applications must be submitted to regional or headquarters Pay and Benefits section two months prior to the commencement of wage deferral;
- the leave must be for a period of between six months and one year;
- self-funded leave should not be used as a pre-retirement initiative;
- employees must follow conflict of interest guidelines while on leave;

- the amount deducted cannot exceed one-third of the employee's salary or wages;
- the amount deferred must be held in trust by the Civil Service Co-op;
- the period from the day salary deductions begin to the day the leave ends cannot exceed seven years;
- once the leave is over, the employee must return to the Department for a period that is at least as long as the leave of absence.

Additional information is available from the Compensation and Benefits Division of DGHR or regional Personnel Services offices.

## Self-funded leave calls for careful financial planning

It is important to investigate all the financial implications before applying for self-funded leave, says Luc Paquin, Manager, Registered Plans with the Civil Service Co-operative Credit Society (CS Co-op).

The first step is to consult the human resources branch, says Paquin. "What you are really doing with this program is saving money so you can pay yourself during your leave — you will have to assume many of the obligations that your employer normally handles."

The CS Co-op is the "deemed employer" during the leave,

explains Paquin. It is responsible for pension plan contributions, income tax payments and other payroll deductions.

In some cases, employees will have to pay the employer's share of the deductions as well as their own. "Employees won't have to remember to make all the payments themselves, but they should figure out what the amounts will be ahead of time as they can be quite substantial."

"Employees can arrive at a rough approximation of what their pay cheque will be in the time leading up to the leave by taking the previous year's tax

return and redetermining their after-tax income with the reduced amount," says Paquin.

So far, the CS Co-op is the only financial institution allowed to act as custodian for self-funded leave for the public service, says Paquin. It has offices in Ottawa, Toronto, North Bay, Sudbury, Sault Ste Marie and Cornwall. Special arrangements are available for those working in regions without CS Co-op offices. Help with financial planning for self-funded leave is also available through the Co-op.

## Standards continued from page 1

munication (IT&T) standards. These standards cover a range of technology such as High Definition Television, electronic banking systems, and electronic data interchange.

Separate departmental branches have performed tests, monitored global IT&T standards and helped Canadian companies keep their products competitive by assuring they meet national or international standards. The huge increase in IT&T technology worldwide makes it nearly impossible for each branch to sustain this role.

The SPO plans to pool information and will convene a Senior Standards Management Committee every six months to update branch managers. "The SPO will provide the ammunition, but will leave it to the various branches to decide how they will employ or exploit standards," says McCrum.

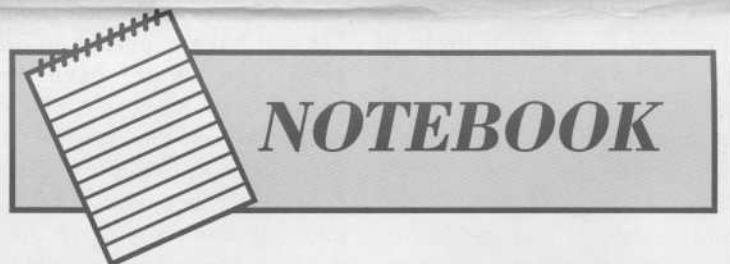
The office will also study what McCrum calls "a globalization of information exchange systems" into regional blocks in Asia, Europe and North America. "Within the European Economic Community, they have realized that information flows are going to be the lifeblood of the common market after 1992. They can't afford to have information stopped and started at each border — they need it to flow seamlessly."

McCrum uses computer information networks as an example of how standards are crucial for open information exchange. Like people, computers rely on specific languages to exchange information. Millions of bits of data flow through phone lines between computers daily. But without a compatible electronic language, one computer cannot understand the other.

"Communicating electronically requires rigorous discipline in the interfaces between and among systems," says McCrum. "It demands standards throughout the communicating systems, from the input commands of a computer keyboard all the way to the information processing software."

An important function of the SPO will be to advise departmental policy-makers about global advances in information and telecommunications technology to assist the drafting of national standards policy, says McCrum. The office will contribute to the department's role in the international standards development process and disseminate related information to industry.

"Standards have moved from a basement activity in the branch to a very visible activity affecting the research and policy activities of almost everybody in the Department," says McCrum.



### CRC scientist wins IEEE award

Dr. Mike Sablatash, Senior Research Scientist in the Broadcast Technologies Research Branch at CRC, has received the 1989 Scott Helt Memorial Award from the Institute of Electrical and Electronics Engineers (IEEE) Broadcast Technology Society for his series of papers on the North American Broadcast Teletext System.

The papers were published in *IEEE Transactions on Broadcasting* during the past two years. The society, in its award letter, describes the series as "truly outstanding" and says that "these papers continue to receive widespread attention and are highly regarded as authoritative sources of information in this field."

The Broadcast Technology Society is an IEEE-sponsored organization of professional engineers and technologists with technical interests in broadcast technology.

The award was presented at the 40th Annual Broadcast Symposium Awards Banquet held by the society September 6 in Washington, D.C.

### Radio enthusiast wins teletype marathon

The Department's amateur radio club, VY9CC, won national honours recently by placing first in Canada in a world-wide radio teletype contest. A personal award also went to club member, Jim Cummings, who contacted 401 HAM (High-Amplitude Modulation) radio operators around the world in the 48-hour contest sponsored by an American radio magazine.

Radio teletype operators use computers connected to "black boxes" to send signals to other HAM stations rather than the conventional systems of Morse code or microphone contact.

"When a letter A is typed on the keyboard, the computer feeds it into a black box which emits a radio signal that can be picked up by other operators who have similar systems," explains Cummings, Standards Officer, Spectrum Management Operations.

The world title was won by an operator from Guatemala, who tallied more than 1,000 contacts.

# People and Places

*The reorganization is still experiencing its growing pains, so please be patient, "People and Places" (covering the period from July 1 to August 31, 1990), may not be completely up-to-date. Also, because of the large number of term positions, interim appointments and secondments, it is our policy to report only indeterminate appointments and secondments of over six months.*

## Deputy Minister's Office

**Mireille Dalpé** has been seconded for one year from the Department of Justice to the Deputy Minister's Office as Secretary.

## SADM

**Josée Bazinet**, formerly with Energy, Mines and Resources, has transferred to the Public Relations Division of DGIS as Correspondence Officer.

**May Morpaw**, formerly Manager, Regional Development, Planning and Co-ordination at DAP, was promoted to the position of Director, Research and Policy in the Women's Bureau of Labour Canada.

**Janis Doran** has been appointed to the position of Officer, Multi-lateral Telecommunications in the Internal Relations Branch.

**Patricia Legault** has transferred from DGHR to the Internal Audit Division as Administrative Assistant.

**Charles Knowles** has been appointed to the position of Junior Policy Analyst in the Strategic Policy Planning Division of DGSP.

**Jocelyn Seed**, formerly in ADMTR, has been promoted to the position of Secretary in the Cultural Policy and Liaison Division of DGFP.

**Josée Poulin**, previously with Energy, Mines and Resources, has been appointed to the position of Secretary in the Legal Services Division.

**Darryl Perry**, Officer in the Planning and Liaison Division of DGIS, has accepted a one-year secondment to Health and Welfare Canada.

**Lucie Bisson**, Correspondence Clerk in the Executive Correspondence Secretariat, has left the department to pursue other interests.

**Lise Petitclerc** has been appointed on an indeterminate basis to the position of Secretary in the Legal Services Division.

## ADMCM

**Mario Carrière** has been appointed on an indeterminate basis to the position of Development Technician in the Technical Services Section of DCAT at CRC.

**Francine Boucher** has been appointed Administrative Officer in the Administrative and Technical Services Division of DGAT at CRC.

**Minh Huynh** has joined the Administrative and Technical Services Division of DGAT at CRC as Instrument Repair Technician.

**Jean Bourcier**, formerly with the Public Service Commission, has transferred to the Personnel Operations Division of DGHR as Management Category Services Officer.

**Stephen Melville** has been appointed on an indeterminate basis to the position of Carpenter in the Administrative and Technical Services Division of DGAT at CRC.

**Mary Boissoneau** has transferred from Public Works Canada to the Personnel Operations Division of DGHR as Classification/Monitoring Officer.

**Julie Bergeron** and **Brant Crawford**, Pay Administrators in the Staff Relations and Compensation Division of DGHR, have left the Department to pursue other interests.

**Allan Read** was appointed to the position of Supervisor, Shipping, Receiving and Warehousing, in the Materiel Management Services Section of DCAT at CRC.

## ADMCP

**Chelsey Netten** was promoted to the position of Chief, Terrestrial Network Policy in the Network Policy and Standards Management Division of DGTP.

**Margaret Fisher**, Supervisor, Monitoring and Tracking, in the Sector Management Division, has accepted a one-year secondment to the Canadian International Trade Tribunal.

## ADMAH

**Gaston Blais** was promoted to the position of Director General, Arts and Policy Planning.

**Elizabeth Kirby** has been appointed on an indeterminate basis to the position of Museology Reference Librarian in the Information and Extension Services Division of the Canadian Conservation Institute.

**Rachel Laberge**, formerly Administrative and Co-ordination Officer in ADMAC, has transferred to the Sector Management Division as Planning Officer.

**Martha Perry** was promoted to the position of Administrative Assistant in the Conservation Services Division of the Canadian Conservation Institute.

**Judy Marsh** has been seconded for 10 months from the Canadian Museum of Civilization to the Archeology Policy Unit as Analyst.

## ADMRS

**Michel Milot**, previously with the Quebec Regional Office, has been promoted to the position of Manager, Emergency Telecommunications Planning, in the Regulatory Policy and Planning Division of DGRR.

**Yvon Robichaud** has joined the Department as an Engineer in the Development and Engineering Division of DGGT.

**Suzanne Dinelle**, previously Administrative Support Supervisor in the Ottawa District Office, was promoted to the position of Spectrum Management Liaison Officer in the Automated Applications Division of DGRR.

**Daniel Philippe**, previously with the Public Service Commission, has been promoted to the position of National Customized Network Analyst in the Telecommunications Systems Management Division of DGGT.

**Anne Philpott** has been promoted to the position of Telecommunications Engineer in the Development and Engineering Division of DGGT.

**Robert Reinhardt** has transferred from ADMRS to the Systems Development Division of DGIM as Analyst/Programmer.

**Eric Barker**, previously with Industry, Science and Technology Canada, has been promoted to the position of Research Program Analyst in the Research and Technology Policy Division of DGCP.

**Huguette Albert** was promoted to the position of Administrative Assistant in the Radio Communications Technologies Division of DGRC.

**Daniel Boudreau**, on educational leave for three years, is back in DGRC as an Engineer in the Mobile Satellite Section of the Satellite Communications Division.

**Glenn Pilley** has been promoted to the position of Chief, Authorization, in the Spectrum Management Operations Directorate of DGRR.

**Lisa Henderson** was promoted to the position of Clerk in the Satellite Communications Division of DGRC.

**Neil Kochar** has transferred from Health and Welfare Canada to the Development and Engineering Division of DGGT as Engineer.

**Tom Jones** has been promoted to the position of Chief, Spectrum Control, in the Spectrum Management Operations Directorate of DGRR.

**Margot Jackson** has transferred from DAP to the Broadcasting Regulation Branch as Administrative Assistant.

**Denise Collins** was promoted within the Automated Spectrum Management Systems Division of DGEP to the position of Senior Programmer/Analyst.

## SMAQ

**Louise Hébert** was promoted within the Sector Co-ordination Management Branch (DCGQ/Laval) to the position of Supply Clerk.

**André Paquet**, previously with the private sector, has joined the Montreal District Office as Radio Inspector-in-training.

**Marie-France Potvin**, formerly with External Affairs, has joined the Cultural Development Division of the Regional Development Branch (DGDR) as Communications Development Officer.

**Sylvie Legault**, Accounts Payable Clerk in SMAQ, has transferred and was promoted in Industry, Science and Technology Canada.

## EDA — Atlantic Region

**Peter Hill** has transferred from the Toronto District Office to the Halifax District Office as Supervisor, Authorization and Spectrum Control.

## EDO — Ontario Region

**Yagoda Bulat** was promoted within the Toronto District Office to the position of Section Head, Support Services.

**Carrie Brooks-Joiner**, formerly with the Ontario Museum Association, has been appointed on an indeterminate basis to the position of Museum and Heritage Consultant in the Communications and Culture Division of the Regional Office.

**Jim Thiessen** has transferred from the Authorization Division of the Toronto Regional Office to the Ottawa District Office as District Supervisor.

**Michel Clavette**, previously with the private sector, was appointed on an indeterminate basis to the position of Radio Inspector-in-training in the Toronto District Office.

**Catherine Murray** has transferred from the Toronto Regional Office to the Hamilton District Office as Administrative Support Supervisor.

**Lucy Digiovanni** was appointed on an indeterminate basis to the position of Administrative Support Supervisor in the Finance, EDP and Administrative Division of the Regional Office.

**Brian Holmes** has transferred from the Toronto District Office to the Engineering Division of the Regional Office as Engineering Technologist.

**Donna-Jean Bentley** has been appointed on an indeterminate basis to the position of Telecommunications Analyst in the Government Telecommunications Division of the Regional Office.

**Diane Hennekens**, formerly with the private sector, has been appointed on an indeterminate basis to the position of Secretary in the Executive Director's Office.

**Penelope Taylor** has transferred from Environment Canada to the Toronto District Office as Financial and Administrative Assistant.

**Glenn Rose** has been appointed on an indeterminate basis to the position of Technical Assistant in the Toronto District Office.

See page 8:  
People and Places



## Retirements

**Erich Kunzel**, Supervisor, Authorization, in the Calgary District Office, has retired after 26 years of service.

**Andréa Domingue**, Administrative Assistant to the Director General, Quebec Region, has retired after 13 years of service.

**Denise Le Mouel**, Word Processing Operator in the Montreal District Office, has retired after 31 years of service.

**Gordon Mumford**, Radio Inspector in the Lower Mainland District Office, Pacific Region, retired after nine years of service.

## Ont pris leur retraite

**Erich Kunzel**, superviseur, autorisation, au bureau de district de Calgary a pris sa retraite après 26 années de service.

**Andréa Domingue**, adjointe administrative du directeur général, région du Québec, a pris sa retraite après 13 années de service.

**Denise Le Mouel**, préposée au traitement de texte, du bureau de district de Montréal, a pris sa retraite après 31 années de service.

**Gordon Mumford**, inspecteur radio au bureau de district de Lower Mainland, région du Pacifique, a pris sa retraite après 9 années de service.

Edward DuCharme, Deputy Director General, Radio Regulation Branch, is beside himself with joy over his retirement after 39 years of service. Great outfit!

Edward DuCharme, directeur général adjoint de la Direction de la Réglementation des radiocommunications semble ravi de prendre sa retraite après 39 années de service.



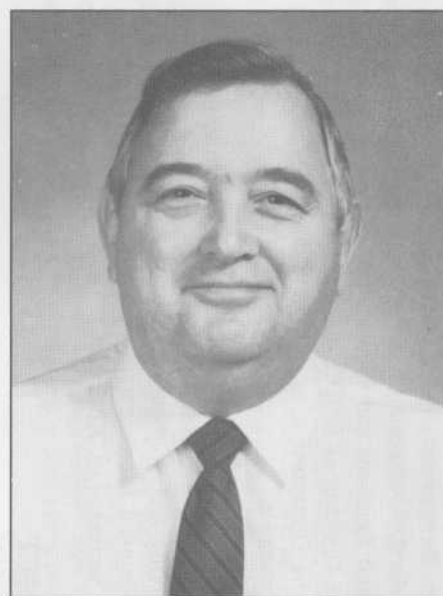
John Fraser, Manager, National and International Regulations, in the Regulatory Policy and Planning Division of DGRR, looks pleased about his retirement prospects. A luncheon was held in his honour on the occasion of his retirement after 32 years of service.

John Fraser, gestionnaire des réglementations nationales et internationales à la Division de la planification et des politiques de réglementation de la DGRR semble heureux de prendre sa retraite après 32 années de service. Un déjeuner a été offert en son honneur à cette occasion.



A retirement reception was held for Bill Canham (left), Operations Officer in the Materiel Management and Contracting Services Division of DGAT, who has retired after 46 years of service. He is seen here with Gary Baller, Chief, Materiel Management and Contracting Services, who presented him with a cartoon.

Une fête a eu lieu en l'honneur de Bill Canham (à gauche), qui prenait sa retraite après 46 années de service. M. Canham était agent des opérations aux Services de la gestion du matériel et des marchés de la DGAT. On le voit ici en compagnie de Gary Baller, chef des Services de la gestion du matériel et des marchés, qui lui a offert une caricature.



Clarence Mott, Security Guard, Security and Communications Support Services at CRC, has retired after 14 years of service.

Clarence Mott, agent de sécurité des Services de sécurité et de soutien des communications au CRC, a pris sa retraite après 14 années de service.

Deputy Minister Alain Gourd (left) presents a retirement certificate to Robert Gordon, Assistant Deputy Minister, Spectrum Management and Regional Operations. Gordon has retired after 25 years of service.

Le sous-ministre Alain Gourd (à gauche) remet un certificat de retraite à Robert Gordon, sous-ministre adjoint à la Gestion du spectre et des opérations régionales. M. Gordon a pris sa retraite après 25 années de service.

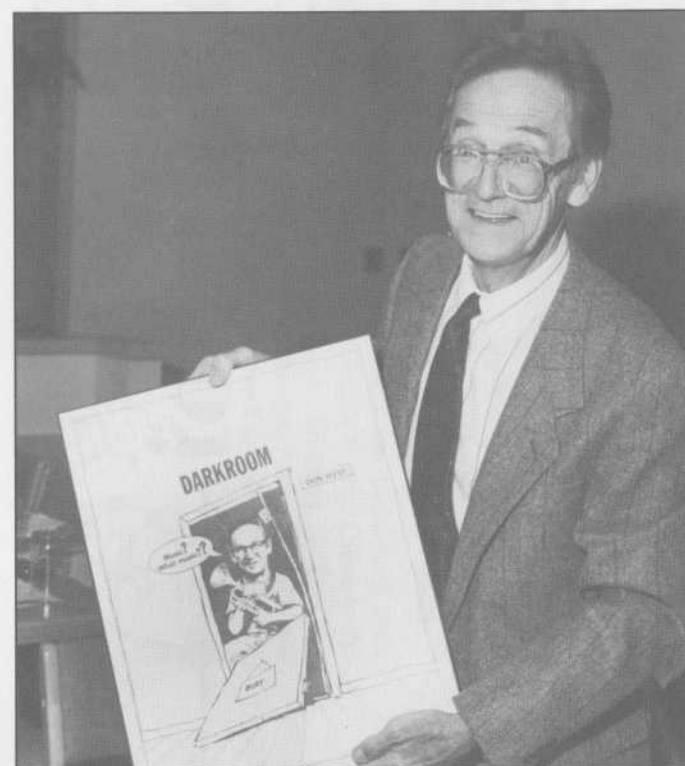






Joyce Sullivan, Administrative Support Supervisor in the Hamilton District Office, has retired after 14 years of service. Stan Ribee, Director of the Hamilton District Office presented Sullivan with a retirement certificate at a dinner held in her honour.

Joyce Sullivan, superviseure de soutien administratif au bureau de district de Hamilton, a pris sa retraite après 14 années de service. Stan Ribee, directeur du bureau de district, lui a remis un certificat de retraite lors d'un dîner offert en son honneur.



Don West, Photographic Technician in the Technical Services Section of DCAT at CRC, received a cartoon from colleagues at his recent retirement reception. West has retired after 18 years of service.

Don West, technicien en photographie à la section des services techniques de la DCAT du CRC, a reçu une caricature de ses collègues lors d'une réception offerte pour souligner sa retraite après 18 années de service.



Friends and colleagues held a reception for the retirement of Elizabeth Tracy, Exclusions and Designations Officer in the Staff Relations and Compensation Division of DGHR. She leaves the Department after 36 years of public service.

Des amis et collègues ont donné une fête en l'honneur d'Elizabeth Tracy, agente des exclusions et désignations à la Division des relations de travail et avantages sociaux de la DGHR. Elle prend sa retraite après 36 années de service à la Fonction publique.

## Long Service Awards

### 35 years

**Bob Catherall**, Standards Officer in the Authorization Division of the Vancouver Regional Office.

### 25 years

**Al Trask**, Consultant in the Government Telecommunications Division of the Vancouver Regional Office.

**Roger Faubert**, Administrative Officer in the Broadcast Applications Engineering Division of DGBR.

**Nicole Quesnel**, Publications Head in the Administrative Documents Services Division of DGAT.

**Margaret Evanoff**, Project Coordinator and System User Requirements Manager in the Automated Spectrum Management Systems Division of DGEP.

**Pierre Landry**, Chief, Property Management and Accommodation Services, in the Planning and Co-ordination/Facilities Management Division of DGAT.

## People continues from page 7

**Sandra Packham**, previously Radio Inspector-in-training in the Toronto District Office, has left the Department to join Transport Canada.

### EDC — Central Region

**Michel Landry** has transferred from the Edmonton District Office to the GTA Edmonton District

Office and was promoted to the position of Telecommunications Analyst.

**Barry Shabatoski** was promoted within the Calgary District Office to the position of Supervisor, Authorization.

**Kathryn Zedde**, formerly with the Alberta Museums Association, was appointed to the position of

## Qui fait quoi suite de la page 7

**Brian Holmes** auparavant du bureau de district de Toronto, est maintenant technologue du génie à la Division des services techniques du bureau régional.

**Donna-Jean Bentley** a été nommée pour une période indéterminée au poste d'analyste en télécommunications à la Division des télécommunications gouvernementales du bureau régional.

**Diane Hennekens**, qui était à l'emploi du secteur privé, a été nommée pour une période indéterminée au poste de secrétaire au bureau du directeur exécutif.

**Penelope Taylor**, auparavant à l'emploi d'Environnement

Canada, a été mutée au bureau de district de Toronto, où elle occupe le poste d'adjointe à l'administration et aux finances.

**Glenn Rose** a été nommé pour une période indéterminée au poste d'adjoint technique au bureau de district de Toronto.

**Sandra Packham**, inspectrice radio en formation au bureau de district de Toronto, a quitté le Ministère pour se joindre à Transports Canada.

### DEC (Région du centre)

**Michel Landry**, du bureau de district d'Edmonton, a été muté à

## Longs états de service

### 35 ans

**Bob Catherall**, agent des normes à la Division de l'autorisation du bureau régional de Vancouver.

### 25 ans

**Al Trask**, consultant à la Division des télécommunications gouvernementales du bureau régional de Vancouver.

**Roger Faubert**, agent administratif de la Division technique des demandes en radiodiffusion de la DGBR.

**Nicole Quesnel**, chef des publications, Services des documents administratifs de la DGAT.

**Margaret Evanoff**, gestionnaire de la coordination du programme et des besoins des usagers à la Division des systèmes automatisés de gestion du spectre de la DGEP.

**Pierre Landry**, chef, Services de gestion des biens immobiliers et des locaux à la Division de la planification et coordination / gestion des installations de la DGAT.

Museum and Heritage Consultant in the Communications and Culture Division of the Regional Office.

**Micheline Gravel**, previously Assistant in the Public Affairs Division, was promoted to the position of Cultural Development Officer in the Communications and Culture Division of the Regional Office.

l'Agence des télécommunications gouvernementales du même bureau. Il est promu au poste d'analyste des télécommunications.

**Barry Shabatoski** a été promu au sein du bureau de district de Calgary au poste de superviseur de l'autorisation.

**Kathryn Zedde**, auparavant à l'emploi de la Alberta Museums Association, a été nommée au poste de conseillère, musées et patrimoine, à la Division des communications et de la culture du bureau régional.

**Micheline Gravel**, qui était adjointe à la Division des affaires publiques, a été promue au poste

### EDP — Pacific Region

**Jim Laursen**, Radio Inspector in the Vancouver Island District Office, is replacing **Doug Shorter** as District Director, Yukon District Office, on a three-year developmental appointment. **Doug Shorter** is returning to the Lower Mainland District Office as Radio Inspector after a two-year term appointment.

d'agente de développement culturel à la Division des communications et de la culture du bureau régional.

### DEP (Région du Pacifique)

**Jim Laursen**, inspecteur radio au bureau de district de l'île de Vancouver, remplace **Doug Shorter** au poste de directeur du bureau de district du Yukon, dans le cadre d'une affectation de perfectionnement d'une durée de trois ans. **Doug Shorter** qui avait été nommé pour une période de deux ans, est maintenant de retour au bureau de district de Lower Mainland en qualité d'inspecteur radio.