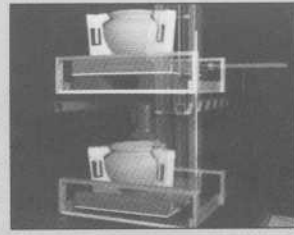




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COMMUNICATIONS EXPRESS

Canada

It's official Headquarters to move to Elgin Street

Communications Canada Headquarters will be moving to the Lorne Building site, formerly the home of the National Art Gallery, in 1996.

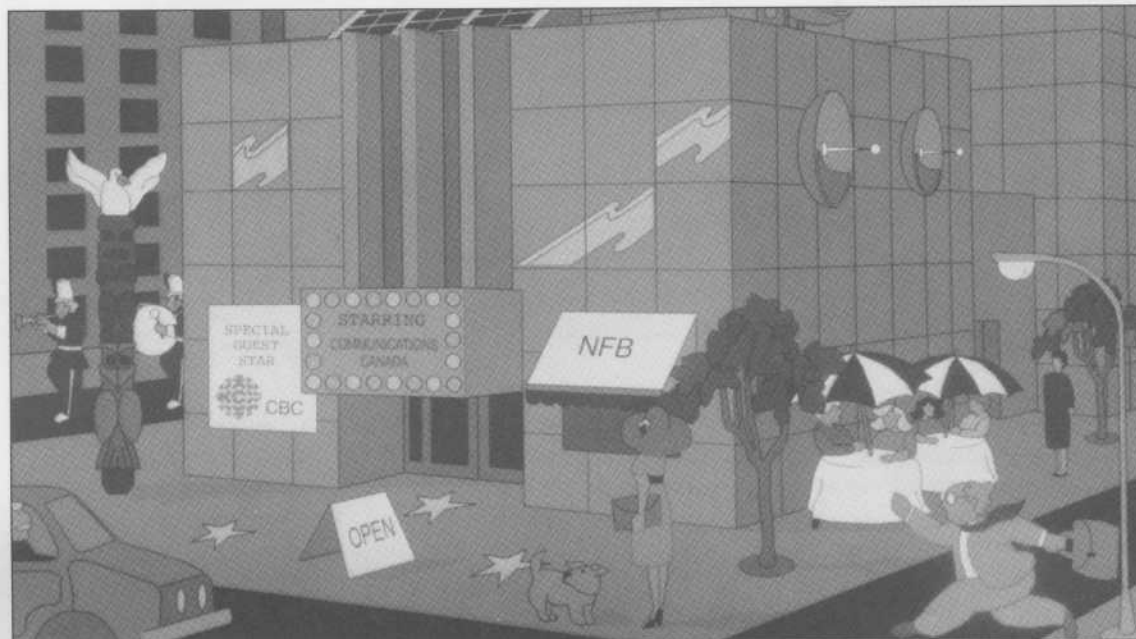
"With the National Arts Centre right across the street and several museums close by, we will be part of a cluster of cultural organizations."

The 35-year-old building, on Elgin Street between Slater and Albert streets in downtown Ottawa, will be redeveloped

along with its parking lot, says Jean Bélanger, Director General, Administrative and Technical Services. "Design and construction of the new facility will take four-and-a-half years, which is about as long as it will take us to complete the necessary preparations to occupy the space."

Public Works Canada will prepare the basic building design during the next few months. Preliminary plans provide for two office towers, a nine-storey tower fronting on Elgin Street and a second tower approximately twice that height situated behind the lower tower. The towers would be connected by an atrium.

"The challenge is to produce a building design that will match



Tenants for the new Headquarters may be picked to complement Communications Canada's role.

the aesthetic qualities of this very attractive neighborhood while incorporating emerging technologies that will facilitate the work of Department employees," says Ron Simko, Director, Facilities

Maintenance and Accommodation Planning.

The location will place the Department near several related government agencies. "With the National Arts Centre right across

the street and several museums close by, we will be part of a cluster of cultural organizations," says Simko. "We are hoping that other tenants can be picked to complement the Department's role."

Single Operating Budget Front-line managers gain financial flexibility

Communications Canada managers will have unprecedented financial flexibility when the Single Operating Budget (SOB) pilot project starts on April 1, 1992.

"The Department-wide pilot represents a change in management culture and a new approach to managing in a period of continued restraint," says Joe Larocque,

head of the task force on SOB implementation.

SOB combines salary, operations and maintenance (O&M), and minor capital funds. This means the Person Year (PY) system will no longer be used. "SOB will make everyone's life a little easier by getting rid of many artificial barriers which have unnecessarily complicated our

lives for so long," explains Larocque.

SOB delegates financial responsibility as far down the organization as possible, putting authority for decisions in the hands of those who need it and can best use it, says Larocque. "We're no longer saying that the

See page 8: Flexibility

Staff turnover Toronto employees never fully trained

As manager of the Department's Toronto district, Mike Power has plenty to keep him busy. But the most daunting task is trying to meet the demands of spectrum management with a staff that is never fully trained.

The high cost of living, the hassle of daily commuting, and

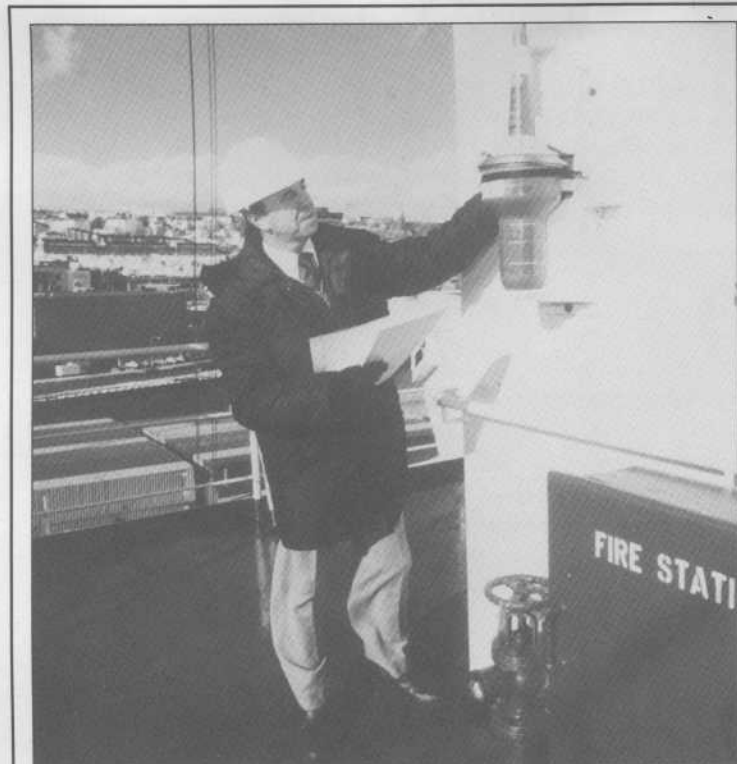
the lure of smaller, less costly communities keep the Toronto staff turnover rate high, and the level of staff experience frustratingly low, Power says.

"At the moment, the situation is not too bad. Our staff is about 60 percent trained, although we've operated at a 30 to 40 percent trained level. The current

recession is helping us; there are fewer jobs out there right now to attract our people."

It takes about three years to turn a new recruit into an fully trained radio inspector, says Power. "Our problem is that too many leave before we can benefit

See page 8: Toronto



The St. John's and Vancouver Island district offices are profiled this issue. Here, Malcom Chafe, Supervisor, Spectrum Control, St. John's District Office, checks an Emergency Position Indicating Radio Beacon during a ship radio installation inspection. See stories page 6.

Boudreau: promoting long-term regional development

by James Foster

This is the fifth in a series of articles profiling senior managers. Pierre Boudreau, Communications Canada's Atlantic Regional Executive Director, spoke to Communications Express about promoting regional development by providing service and support to Atlantic Canada's high-tech and cultural sectors.

For Pierre Boudreau, the Department's mandates in communications and culture are tools for long-term regional development.

From his perspective, the Department has fostered, through the spectrum management program, a well established radiocommunications service and helped develop the broadcasting industry in the

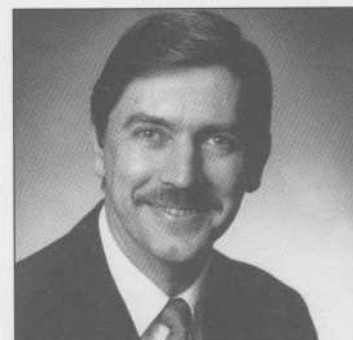
Atlantic Region. Boudreau says the time has come to duplicate this success in the cultural and communications technology sectors.

For example, the Region responds to the lack of high-tech industries in the Atlantic provinces by encouraging businesses to examine technology developed at the Communications Research Centre in

Ottawa and the Canadian Workplace Automation Research Centre in Laval.

The goal is to have companies use fibre optics, satellite technology, encoding techniques, office automation and speech processing in their plants or to further develop these technologies in the region.

See page 8: Boudreau



Pierre Boudreau

Farcus



© 1992 Farcus Cartoons

Perhaps you should speak to my supervisor.

Security Tips

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

Security clearances

All permanent employees, term employees, students and contractors requiring access to information or assets designated Protected A, B or C must be screened to the Enhanced Reliability level before being appointed, regardless of the duration of the term.

In addition, all government employees and individuals hired under contract for longer than six months require security screening to at least the Basic Reliability level.

For further information, see Section 6 "Security Screening of Personnel" of the *DOC Security Manual*, or contact Julie Côté,

Chief, Security and Intelligence Programs, at (613) 990-4430 or Paul Pinaud, Head, Security Clearances and Visit Control at (613) 993-6767.

Secure data transmission

Communications Canada has a secure telephone network and a secure fax network approved for voice and data transmissions up to the Secret level.

Both of these networks can be connected to other departments and agencies. The numbers are listed in the GTA telephone directory under "Secure Telephones" and "Secure Facsimiles".

More information is available in Section 12, "Communications Security" of the *DOC Security Manual*, or from Ed Joly, Chief, Systems Design, at (613) 990-4426 or Yvon Morin, Systems Analyst, at (613) 990-4425.

Surely it's Shirleys

The definitive answer to the controversy

The correct spelling of the name of the body of water near the Communications Research Centre (CRC) is "Shirleys Bay".

The official spelling is "e-y-s" without an apostrophe, says Charles MacLean of the Canadian Permanent Committee on Geographical Names, the final authority on Canadian place names. "Our database has a special note attached to it about the spelling, so quite a few people must have called to ask that question," he adds.

It has long been a hot topic at CRC, says Deb Finn, a Project Officer who edits the ADMRS newsletter. "I joined the Department 10 years ago and have heard many intense debates about it."

Although many people believe the apostrophe was originally there and later dropped, that is not the case, says MacLean.

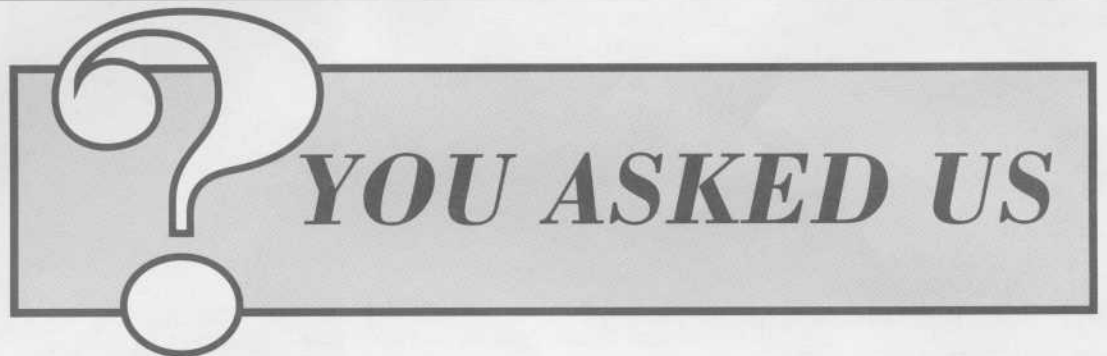
"There never was an apostrophe — the body of water was called Shirley Bay until the Second World War and the community has always been Shirleys Bay."

"There never was an apostrophe — the body of water was called Shirley Bay until the

Second World War and the community has always been Shirleys Bay."

The name originally comes from William Shirley, an Irish immigrant who settled in the area around 1817, says Dr. Bruce Elliot, author of a recently published history of the region called *The City Beyond, A history of Nepean, the birthplace of Canada's Capital*. "William Shirley was a fairly prominent member of the local community who owned a large farm near the bay," he explains.

It is unlikely that the ghost of Shirley takes any pride in having the bay named after him, adds Elliot. "He drowned in it while fishing in 1846."



Q: I read in the December issue of *Communications Express* about an employee who was seconded to an outside organization under the Industrial and Scientific Exchange Program (ISEP). How do I arrange an assignment through that program?

A: Under ISEP, departmental employees can work on short-term projects, usually one or two years, with an outside firm, research centre, or university, while remaining Communications Canada employees. The host organization reimburses the Department for salary and benefit costs.

An employee's manager must agree to the assignment. The request is reviewed by a human resources development

officer and the sector coordinator. The development officer then draws up an agreement between the employee, the host organization and the Department. For more information, contact Claude Morin, ISEP Coordinator, at (613) 990-4552.

Q: I now work full time but want to spend more time with my family. What are my options for reducing my time in the office?

A: There are three possibilities — the compressed work week, working at home, and part-time work. Your manager must approve any of these options since it will affect the operations of your sector, branch, or division.

The compressed work week normally means extending the work day so that five days' worth of work is done in four. This is governed by the collective agreement.

Treasury Board is developing a policy on working at home and is now consulting the unions. Usually, employees will work one or two days a week in their home, says Anne Marie Giannetti, Director, Human Resources Planning and Development.

Before switching to part-time status, you should carefully consider the effects it will have on your pay, pension and other benefits.

For more information contact your personnel advisor.

COMMUNICATIONS EXPRESS

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B.C./Yukon Region Seminar provokes discussion

by Rhonda Holtz

The government's constitutional proposals were a hot topic in Vancouver on October 15, at a seminar organized by the B.C./Yukon Regional Office.

The seminar was held to familiarize senior federal government officials in the region with the proposals, give them the opportunity to discuss the issues, and develop a plan to assist federal ministers with constitutional discussions. About 100 senior managers took part in discussions on four major proposals: the Distinct Society Clause; Aboriginal Self-Government; Institutions of Government and Official Languages; and Division of Powers.

Animated discussion raised difficult questions: What does "distinct society" mean, particularly in terms of legislation? Will Quebec be bound by rules

Animated discussion raised difficult questions: What does "distinct society" mean, particularly in terms of legislation?

of bilingualism and multiculturalism if it is recognized as a distinct society? Is language a federal or provincial res-

ponsibility? What does "self-government" mean? Why not a "distinct" status for aboriginal people as well as for Quebec? What is our role as public servants, in the constitutional renewal process?

Deputy Minister Alain Gourd and Dan Gagnier, Deputy Secretary to Cabinet, Communications and Consultation, Privy Council Office, fielded questions from participants.

Plans are also under way for similar seminars within federal government regional offices in B.C. and the Yukon to give employees at all levels an opportunity to talk about the constitutional proposals, and what they mean to the future of Canada.

Computer program speeds licence applications

A new computer program for processing radio licence applications is reducing paperwork and giving faster service to clients of the Calgary District Office.

Known as Client Electronic Submission of Applications (CESA), the program runs on any IBM-compatible computer with a hard drive, allowing clients to

complete an electronic application form. The data is then sent to the district office by disc transfer or modem, checked and routed to the mainframe computer in Ottawa, where the radio licence is issued, once the Department receives the application fee.

"Since it eliminates the need for staff to keypunch application data, CESA, once fully implemented, is expected to reduce processing by several hundred hours each year," notes District Director Paul Neufeld.

The Calgary office has provided 15 clients with the program and is installing it in four laptop computers used by inspectors in the field. Departmental techni-

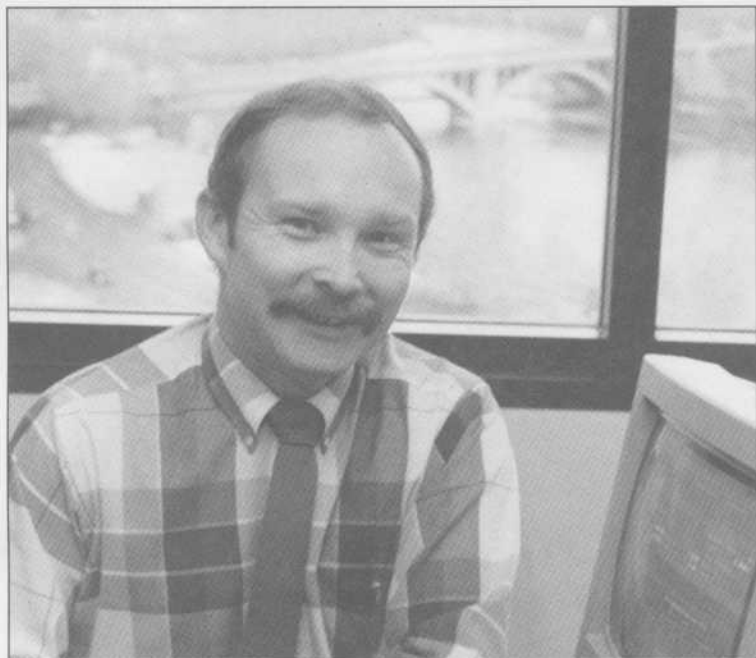
cians are also working on a way to electronically transfer the fee that accompanies the licence application or renewal.

"CESA, once fully implemented, is expected to reduce processing by several hundred hours each year."

The concept of CESA originated in the Toronto Regional Office two-and-a-half years ago. An early prototype was then tested by the Calgary District Office with AGT Ltd., operator of a province-wide mobile phone system. Feed-

back from this experiment led to the development and refinement of the PC-based version by Winnipeg regional staff Battista Foderaro, Duane Rudeen and Bill Somers. Myles Mainland, a Radio Inspector in the Calgary office assisted by developing the help and maintenance support files, and by conducting more tests with Shell Canada, a major radio user and MOCO Canada, a radio supplier, explains Neufeld.

"Clients are finding they can store the application data and use it for licence renewals or for other purposes, for example, inventory and control. Response from users has been very positive," says Neufeld.



Myles Mainland, Radio Inspector with the Calgary District Office, conducted tests of the Client Electronic Submission of Applications (CESA) system and helped develop support files for it.

Canadians in dual role at WARC '92

by James Greer

Canadian delegates to the World Administrative Radio Conference (WARC '92) will have to be both mediators and advocates to achieve their goals.

"There are some proposals which won't have a major effect on Canadian telecommunication plans and in those cases we'll be in the classic Canadian role of intermediary," says Bruce Gracie, Head, WARC/CCI Affairs, International Relations Branch and deputy head of the delegation. "However, we will argue for our proposals very aggressively."

"We will lobby extensively for MSAT and Digital Audio Broadcasting. It's very important to have the support of other countries."

WARC, being held this month in Spain, will consider the re-allocation of radio frequency bands for new uses and for the extension of existing allocations for such services as mobile satellites. Approximately 100 governments will send representatives to the conference. The Canadian delegation, with some 35 members from the public sector, including Communications Canada, and from the telecommunication industry, will be one of the larger groups.

Among the frequency bands being considered are HF, UHF, and SHF band. Delegates will try to find more space in those bands for international short-wave radio, digital audio broadcasting (DAB), mobile satellite telecommuni-

cations systems (MSAT), and a satellite service for high-definition television.

The debate over HF re-allocation pits fixed service communications, used extensively in developing countries, against the expansion of international short-wave radio, says Gracie. "Developing countries use fixed radio transmitters for their national services and the question is what will happen to those services if international short-wave is expanded."

The Canadian group will mediate between industrialized and developing countries on HF allocation, says Gracie. "We're neutral on the HF proposals, although we are prepared to identify possible bands for re-allocation if the conference decides to proceed in this fashion."

The decisions on the re-allocation of the UHF band will affect how Canada implements DAB and MSAT. Canada wants more space in the L-band of UHF for DAB. This would allow AM and FM stations to switch to DAB, and open up more space for digital satellite broadcasting.

Canada will propose that the re-allocation occur over 20 years, allowing users to plan their moves and reduce costs. In addition to the DAB proposal, the Canadian delegation will argue that additional frequencies should be allocated to mobile satellite systems. This would open up frequencies for several programs currently under study, including MSAT.

The Canadian delegation will aggressively pursue international support for the proposals, says Gracie. "We will lobby extensively for MSAT and DAB. It's very important to have the support of other countries."

New management status for CHIN and CCI

by Michel Vachon

The Canadian Heritage Information Network (CHIN) and the Canadian Conservation Institute (CCI) plan to achieve Special Operating Agency (SOA) status by April 1, the start of the 1992-93 fiscal year.

CHIN began negotiating with Treasury Board before Christmas and CCI hopes to follow soon. "The move will allow us more flexibility in administering our program," says Peter Homulos, Director General of CHIN.

Ray Lafontaine, Director, Conservation Services, who is overseeing CCI's preparations, agrees, "The change will have its most profound effect on the approach we take to management. It will allow us to be more flexible in our response to client needs."

For employees, the new status will mean that they are closer to decision makers, says Homulos. "The authority to make decisions so we can get our work done will

be within CHIN itself. This should help many employees operate more efficiently because they will not have to wait so long for approvals to proceed with projects."

"This should help employees operate more efficiently because they will not have to wait so long for approvals to proceed with projects."

To secure the special status, each agency prepared a submission to Treasury Board, including a framework document and business plan. "These documents will be the basis for maintaining accountability," says Homulos. "The framework sets up the basic operating principles and the business plan sets out objectives that we will be held responsible for," he explains.

Spectrum framework Phase II consultation begins

Communications Canada is moving into the second phase of public consultations in its reassessment of Canadian spectrum resource policies and management.

Preparing for the announcement of the Spectrum Policy Framework for Canada in mid-1992, the Department is seeking public comments on the objectives and principles that should guide the allocation and management of spectrum resources, says Max Melnyk, Project Manager in the Spectrum Policy Directorate.

"This framework is critical to the development of spectrum resources and radiocommunications as we approach the 21st century," Melnyk notes. "Since the Minister announced this reassessment of spectrum policy in late 1989, there has been a lot

of interest in it at the Department and among industry and foreign administrations."

In December 1990, the Department released the discussion paper *Towards a Spectrum Policy Framework for the Twenty-First Century*, which set out the fundamental issues of spectrum allocation and management and asked for public comments on a wide range of topics. The Department received 38 responses dealing with issues such as competitive licensing, fees, research and development, spectrum allocation and licensing policies.

This second phase began in November with the release of the discussion paper *Proposals for a Radio Spectrum Policy Framework*, which incorporates many of the comments into a set of policy

objectives and proposals. "This next phase is essentially to confirm the comments received, to review future approaches and to develop the framework," Melnyk says.

Similar reassessments have taken place in Germany, the U.K., Australia and the U.S. As well, the International Telecommunication Union has just completed a comprehensive review of its mandate and operations in telecommunications and radiocommunications. "The timing of our work couldn't be more appropriate," Melnyk notes.

The framework is expected to be released after the 1992 World Administrative Radio Conference in February and before the next Spectrum 20/20 Symposium, to be held in Toronto in September 1992.

Ombudsman service available to departmental employees

by James Greer

Communications Canada employees now have an ombudsman to deal with problems, such as favouritism, that may harm work performance.

ProPsych Services Inc. was hired to act as departmental ombudsman. The firm's role includes listening to employees' concerns and complaints about work, investigating where necessary, advising on the formal and informal methods of redress, and negotiating solutions where possible.

The service does not replace the grievance and other redress systems, but is available for employees who are unaware of or unwilling to use formal processes.

The Department is the third government department to employ an ombudsman and the first to engage an outside firm in that role.

The idea for an ombudsman was proposed in January 1991 at the conference *Women at DOC — Today and Tomorrow*. "Employees felt there was a need for a neutral third party, somebody who wasn't in the Department, to handle situations

"The ombudsman is not a police officer but is there to help solve problems before they reach the point where formal recourse is necessary."

where either there is no formal avenue of redress or employees don't want to use the formal avenue," explains Wally Munro, Chief, Human Resources Policy.

ProPsych, which currently offers employee assistance programs for the Royal Bank, Agriculture Canada and the House of Commons, will have several consultants working for the Department so that service can be tailored to an employee's needs.

"If a Francophone woman wants to talk to a Francophone female ombudsman, she can. If a male employee prefers to discuss a problem with another man, that's available too," says Munro. The ombudsman will also listen to and keep track of anonymous complaints but won't be able to act on them.

"The ombudsman is not a police officer but is there to help solve problems before they reach the point where formal recourse is necessary," says Munro.

Communications Canada employees can reach the ombudsman toll-free at 1-800-663-9767. The line is open 24 hours a day.

Daycare facilities Organizers fighting "uphill battle"

by Michel Vachon

Communications Canada must overcome several obstacles before it can set up a daycare centre for Headquarters employees.

Establishing a partnership with other departments, covering set-up costs and providing subsidized spaces are the major difficulties, says Jo-Ann Williamson, Daycare Project Co-ordinator. "We haven't given up hope, but we are fighting an uphill battle."

To have sufficient numbers to start a daycare centre, Communications Canada has established a partnership with Fisheries and Oceans Canada. The two departments are considering forming a consortium with other departments. "You need a minimum of 30 spaces to start a daycare centre," explains Williamson. "In practical terms, that means we

need about three times that many firm commitments to use the centre," she adds.

The Department is also studying a Treasury Board policy that allows departments to spend up to \$400,000 to renovate or buy

"Initially, we may find ourselves capable of providing a daycare centre that is too expensive for the people who need it the most, such as single parents."

facilities for daycare. That is not enough to open a daycare centre, says Anne Marie Giannetti, Director, Human Resources Planning and Development.

Representatives from Communications Canada and Fisheries and Oceans Canada met Treasury Board officials in late November to present options for funding. These were favourably received and presented to the Treasury Board ministers in January, says Giannetti.

If the Department succeeds in setting up a centre, it will still find it difficult to provide enough subsidized spaces. "More than 50 percent of the respondents to our daycare needs survey, conducted in July 1989, said they could not pay the full cost of daycare, but the municipal government currently does not have the funds to subsidize spaces," explains Williamson. "Initially, we may find ourselves capable of providing a daycare centre that is too expensive for the people who need it the most, such as single parents. It may be out of reach for support staff as well."

DSI exhibits research in conformance testing

The Systems Interconnection Research division (DSI) of ADMRS demonstrated advanced conformance-testing tools (TTCN WorkBench), developed in its Ottawa research laboratory, at the recent annual conference of the Canadian Interest Group on Open Systems (CIGOS).

Open Systems Interconnection (OSI) is a comprehensive set of international standards that makes interconnection among dissimilar computers possible on a large scale. Testing computer-based products for conformance to these standards is an essential step towards ensuring interoperability of products, explains DSI's Eric Kitchen. As well, conformance testing backed by internationally recognized test laboratory accreditation and product certification schemes is

becoming a requirement for market access, he adds.

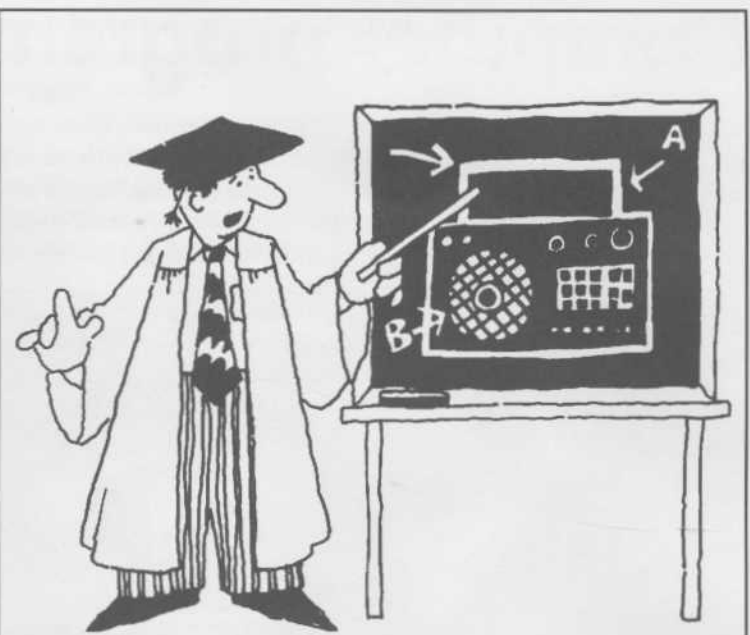
DSI's research is contributing to portable, low-cost testing through its personal computer-based test facilities. Kitchen, who developed the conformance-testing tools and staffed the Department's booth at the CIGOS conference in Toronto, reported intense interest in the technology from users, manufacturers and developers.

"Many of them were very interested in conformance testing and Communications Canada's research efforts to develop new and more effective tools. People clearly understood the need for conformance testing and for a solid foundation of development tools," he notes.

Bill McCrum, Director of DSI, says "the establishment of

user-friendly, low-cost tools for use in product development and conformance test centres is crucial to the early development of Open Systems Interconnection products in the marketplace."

According to DSI lab manager Dr. Os Monkewich, "the widespread availability of tools such as DSI's TTCN WorkBench is a fundamental part of the strategy to achieve worldwide recognition of OSI test results and test certificates."



Staff go to Kitchener for radio basics

The District Office Familiarization Program has proved an effective way for non-specialists to learn about radio spectrum management.

A recent graduate is Diane Hennekens, Secretary to the Executive Director and Deputy Executive Director, Ontario Region. "I deal with people who talk about spectrum all the time, and often, before the course, I didn't know what they were talking about," she says. "Spectrum isn't easy to understand. So the chance to learn about it directly was wonderful. I loved it."

The Kitchener District Office conducts the three-day course. The program was developed in 1986 for non-technical personnel such as classification officers, Headquarters staff, and regional administrative personnel, says Dave Egilo, Acting District Director.

"Kitchener was asked to offer the course because we have the monitoring station at Acton and can show and explain just about every aspect of a district office's work," says Egilo.

Designed for two or three people at a time, the program encourages the active involvement of participants, which

Hennekens appreciated. "The small group makes it easy to ask questions. You can interrupt and ask to have difficult things explained again."

Ray Proulx, a Classification Officer at Headquarters, was glad to find the course wasn't a typical classroom exercise. "In the three days," says Proulx, "I think we spent no more than three-quarters of a day in a

"I deal with people who talk about spectrum all the time, and often, before the course, I didn't know what they were talking about."

boardroom. The rest of the time we were visiting sites such as Rogers Cable, the Acton monitoring station, and various tower locations in the district. It was very comprehensive and well thought-out."

The cultural aspects of district office operations may eventually be added to the program, notes Egilo.



Eric Kitchen (right) of the Department's Systems Interconnection Research Division, demonstrates OSI (Open Systems Interconnection) conformance-testing tools to a participant at the recent conference of the Canadian Interest Group on Open Systems.

Slide rule helps conservators pack

by Michel Vachon

The Canadian Conservation Institute has developed a slide rule to help museum staff quickly determine how to pack fragile items.

The slide rule is needed because museums are shipping their exhibits more frequently now, says Paul Marcon, Conservation Scientist. "There is much more pressure on museums to make their exhibits available to larger audiences, which has led to more shipping of artifacts," he explains.

Museum employees must consider three factors when packing: the conditions an object will undergo in transit; the performance of cushioning materials; and the object's sensitivity to shock. "The first two are fairly well researched, but not much is known about the fragility of museum objects," notes Marcon.

Marcon's research on the sensitivity of objects to shock led to the slide rule. "I was looking through volumes of tables and graphs and doing a lot of repeti-

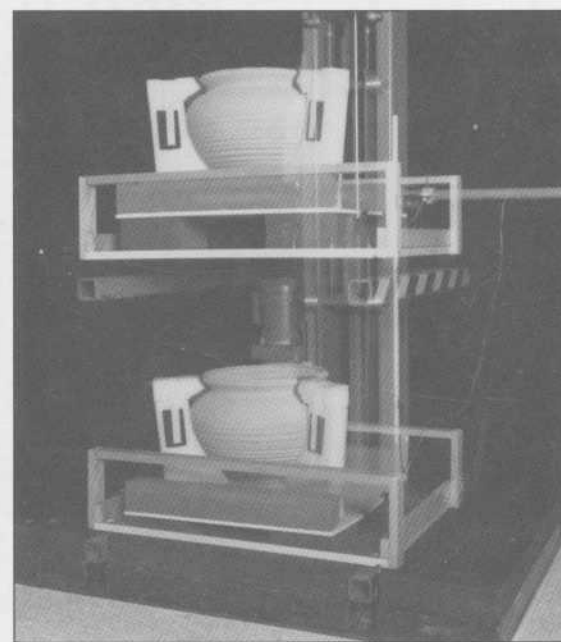
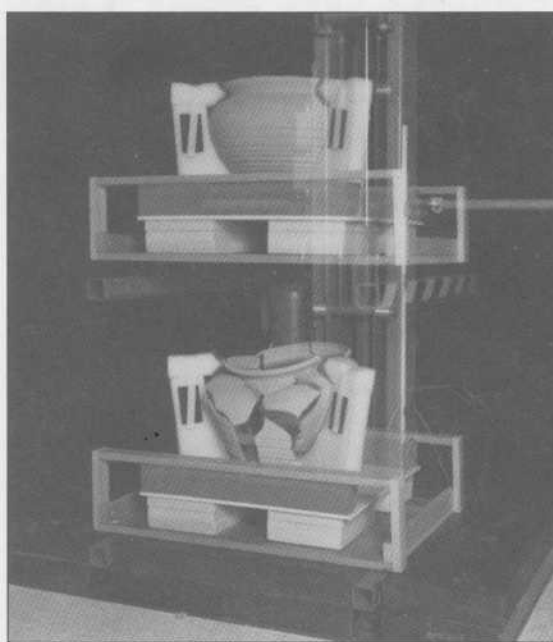
tive calculations and I realized how impractical this would be for museum staff," he explains. "With the slide rule, the whole thing can be worked out in seconds."

The device puts the equivalent of several volumes of data at the users' fingertips. "The military, which has many of the same packing problems, has a three-volume manual to cover this material," says Marcon.

To use the slide rule, a person needs to know the weight of the object, which of six fragility classes it fits into and the maximum height from which it might be dropped, says Marcon.

The drop height can be estimated easily because items are generally at greatest risk while being handled by people. "Once you know how heavy and how big something is you can determine pretty well how high it will be lifted — often the tailgate height of the truck that will carry the object is all you need to know."

To demonstrate the slide rule, Marcon often recreates one



Stop-action photographs show the effectiveness of different cushioning materials. The pot on the right was packed in materials selected with the help of a slide rule developed by CCI.

of his research experiments for visitors. "I don't sell the slide rule; the demonstration does," he explains. "First, I give visitors a piece of soft pottery and let them see how easily they can crumble it between their fingers. Then I drop a similar pot 30 inches to show how safe it is with the

proper packing materials. After that, everyone is interested."

Marcon's colleague Tom Strang has developed computer software that performs the same functions as the slide rule. "Although computers are not in most loading bays, the program will be useful to conservators and

to shipping company managers," says Marcon.

The slide rule or computer software are available from the Canadian Conservation Institute for \$20. "Our goal is to make this as widely available as possible," explains Marcon. "The charge is only to help cover our costs."

Heritage Services: small team, big projects

The Department's Heritage Services directorate meets two vital needs of Canada's museum

community. The group advises museums and galleries on their capital development plans and

operates the Exhibit Transportation Service.

Both functions complement rather than compete with private-sector groups, says Brian Laurie-Beaumont, Director, Heritage Services. "We came about because there was a need not being filled. We have a small but very qualified group of people working for us who help cultural institutions improve their services."

The Directorate's Heritage Services advisors are involved in most museum and gallery development projects in Canada, says Laurie-Beaumont. "Except for a few megaprojects — the Musée des Beaux Arts in Montreal and the Art Gallery of Ontario and the Royal Ontario

Museum in Toronto — it is safe to say we were involved in every significant capital project in Canada in the last four years."

"Except for a few megaprojects... it's safe to say we were involved in every significant capital project in Canada in the last four years."

The advisory group has a role in every stage of development projects. "Often we go to a building to assess its strengths and weaknesses and see what should be done about it. Our

report is then used as the basis of a development plan," Laurie-Beaumont explains. "At every other stage of a project, we are available to help museum officials explain their needs to architects, to ensure that all regulations are met and to review the finished plans."

The Exhibition Transportation Service provides expertise unavailable elsewhere in Canada. "We have a staff with the experience and equipment to deal with situations that the private sector cannot currently handle," says Laurie-Beaumont. "Our objective is to make sure that transportation problems do not prevent Canadians from having access to their cultural property."



Three advisors from Heritage Services and one of the directorate's clients. From left to right: Siegfried Rempel, Collection Preservation Advisor; Wayne Kelly, Security Advisor; Christine Brant, Curator of the British Columbia Forestry Museum; and Paul Baril, Fire Protection Advisor.

Many uses for CRC datacasting technology

by Michel Vachon

The Department is encouraging industry and government to consider new uses for datacasting technology developed by the Communications Research Centre.

The technology is not new, but the way it is applied is, says Lewis Scott, Manager, Advanced Informatics Technologies. Datacasting allows large amounts of information to be sent to many computer terminals simultaneously using a vacant portion of television broadcast signals, he explains (see Datacasting and the Vertical Blanking Interval this page).

Communications Canada is participating in several tests of the technology, has demonstrated it at locations across the country and has co-sponsored a symposium. "The Department is interested in datacasting because it makes very efficient use of the spectrum," says Scott.

One project, the Ontario Ministry of Transportation's Road Weather Information Sys-

tem (RWIS), is being used by the Department for demonstrations. "RWIS sends information on road and weather conditions to district offices across Ontario," explains Scott. "With this system, very large databases can be updated almost instantly."

Other potential projects include distribution of Treasury Board's 13-volume *Personnel Policy Manual* and a test to determine whether Montreal's *La Presse* newspaper can be distributed to people with visual impairments.

Datacasting newspapers to the visually impaired offers them the chance to have the same level of service that other subscribers enjoy, says Scott. "With a reading service users have to tune in at a specific time and listen to articles in a set order. With datacasting the newspaper would be 'delivered' at the same time every morning and could be read at the user's leisure."

A voice synthesizer can read articles aloud or readers with visual

impairments can have them displayed on screen in any size they want. "The timing is just right for this," says Scott. "Many newspapers are now available electronically and the Canadian Workplace Automation Research

Datacasting and the Vertical Blanking Interval

Both the technology and the spectrum space were just waiting to be used to make datacasting possible, says Lewis Scott, Manager, Advanced Informatics Technologies.

The teletext technology the Department developed in the 1970s is an effective way to broadcast text or graphics, and a portion of every television broadcast signal is currently unused, he explains. "There are many applications for this sort of one-way data transfer and the possibility of piggybacking information on television signals means it can be sent almost anywhere at very low cost."

Centre collaborated with the Nazareth and Louis Braille Institute to research and develop IRIS, the voice synthesizer system in this project.

The Department also helped organize a datacasting sympo-

To receive information, a teletext decoder and a computer with a hard drive are required. The decoder can be attached to any television antenna, cable hook-up or satellite dish. "Users could send the information directly from the decoder to a printer or their computer screen, but a hard disk is the most practical option because most files are likely to be very large," says Scott.

The ability to send data in conjunction with ordinary television broadcasts makes the technology especially promising, says Scott. An unused portion of television broadcast signals,

called the vertical blanking interval (VBI), can be used to transfer information without affecting normal television viewing.

The VBI is the first 21 lines of the 525 that make up a television screen. "You can't see them on your home set because they are below the frame," explains Scott. "There is an adjustment on older televisions called 'vertical hold' — if you twist that knob you will find that the picture slides up or down on your screen and you will be able to see a black line at the edge of the picture. That is the portion of the signal we can use."

Newfoundland and Labrador St. John's staff depend on self-reliance and co-operation

by Brian Greene

"Our people have to know a lot about everything, because other people rely on us to fix their problems," says District Director Roger Squires of the staff at the Department's St. John's District Office.

"The general public, business, government departments and others call us for advice and

help about anything from television interference to private radio communications systems to cultural initiatives," notes Squires.

Newfoundland and Labrador's dependence on the sea means the staff work extensively with marine communications and the Canadian Coast Guard. Last year they performed approximately 170 inspections of ships' radio stations.

Several staff members have become skilled at searching for and locating the signals of Emergency Locating Transmitters (ELTs) and Emergency Position Indicating Radio Beacons (EPIRBs). Each case is handled as an emergency, although not all of them turn out that way. In one case an EPIRB that had accidentally been turned on was found under the mattress of a trawlerman's bunk. Others have been found in airport hangers.

Flexibility and adaptability are key assets for district office staffers. For example, Dave Bouzane in the authorization section regularly transfers to radio inspection work so he maintains skills in both areas. Outside of work he's a radio amateur, a collector and restorer of motorcycles and old cars, and a student pilot.

Or Lloyd Burton. The sole staff member at the Corner Brook sub-office, Burton is responsible for the Department's work on the west coast of Newfoundland and all of Labrador. He relies on his wits, a thorough knowledge of the Department's programs and the ability to get information when he doesn't have the answer.

Like Burton and Bouzane the entire staff of the St. John's District Office work with the clientele to ensure that the communications systems the province relies on are managed with careful attention to quality and the needs of users.

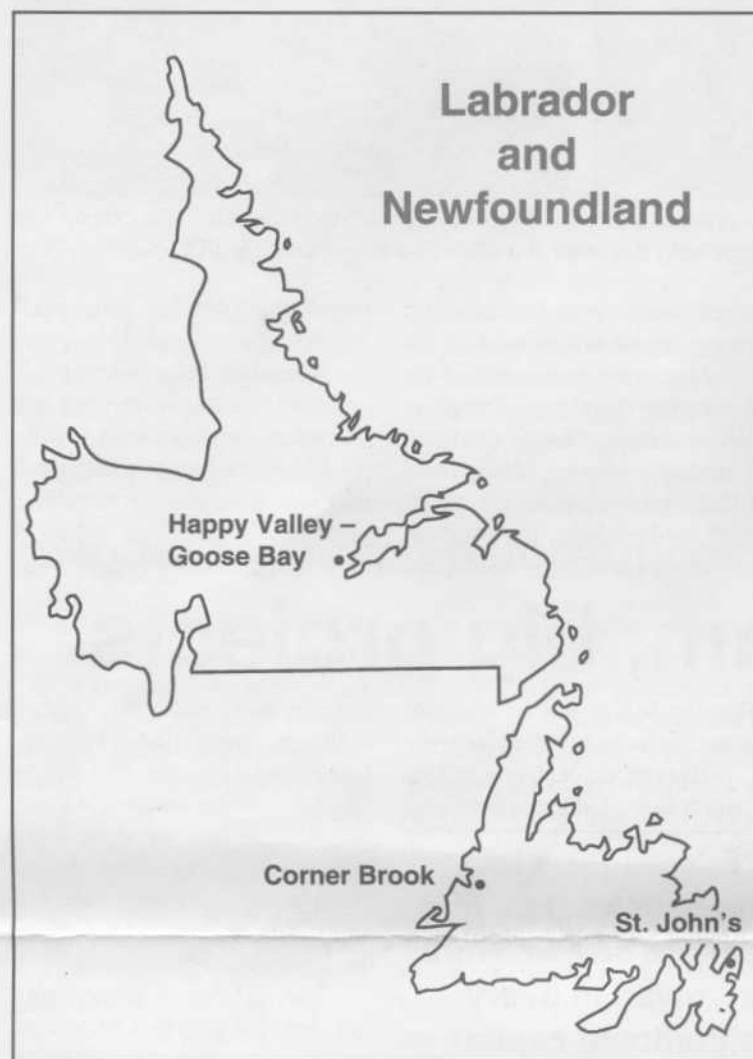
For example, the sinking of the fishing vessel ZAGREB raised concerns about the training and



Dave Bouzane



Roger Squires



Lloyd Burton

procedures used by ships' radio operators. Discussions between the District Office and industry led to the development of a comprehensive communications training and certification program for

the captains and mates of one of the province's largest fishing companies. The co-operative venture improved communications procedures and probably prevented similar occurrences.

Vancouver Island Heavy spectrum use keeps Island hopping

by Rhonda Holtz

Tuesday 7:30 a.m., Victoria, B.C. Driving rain and gale force winds have made things unpleasant in the fair city.

Jack Anderson, District Director, Vancouver Island, has just learned that someone has left an Emergency Locator Beacon on for the past three hours. Inspector Richard Hiebert is sent out in the storm to track down the interference. Shortly after Hiebert is dispatched, Anderson learns that someone has broken into the storage locker and lifted a couple of survival suits. To top it off, the heavy rain has caused the basement to leak; Anderson wants to know if there's been any equipment damage.

"Increased summer populations mean a greater demand for services that rely on the radio spectrum."

So begins another day in the district office. Not every one starts out this hectic, but days like

these definitely keep everyone on their toes.

Victoria has always been an important site for radio regulation. The first inspector on the west coast was located here in 1925 when there were only nine inspectors across the country.

Today, the Vancouver Island District Office (DDVI) is a busy place for its 12 employees. Victoria, Vancouver and Seattle form a triangle encompassing the largest population concentration on the west coast, so there is an enormous demand for radio frequencies.

Moreover, Victoria is a retirement retreat and a renowned tourist area. Increased summer populations mean a greater demand for services that rely on the radio spectrum: taxis, tour buses and marine radios on tour boat cruises, and so on. Throughout the year, there is also a large demand for high-quality cultural events; Victoria has one of the finest, and most active, symphony orchestras in the country, as well as superb museums and galleries. The district office staff therefore maintains an excellent relationship with the cultural community and members of the communi-

cations industry in Victoria and the rest of the island.

But it's not all business at DDVI. There is a strong sense of camaraderie in the office. Two annual events are the DDVI Wine Competition and the Paugh Open, a touring golf tournament organized by Radio Inspector Gary Paugh. At the first Wine Competition, one judge was relegated to

"The first inspector on the west coast was located here in 1925."

tasting red wine, which he despises. Instead of tasting samples, he tossed them over his shoulder. The family dog sitting behind his chair had a more favourably disposed palate, and thoroughly enjoyed the jettisoned grape.

DDVI Facts

Area: Vancouver Island, plus small islands immediately to its west
Population: 502,748
Licensing Revenues: \$1.6 million



Department contributes to Montreal's 350th anniversary celebrations

Communications Canada is proud to join in celebrating the 350th anniversary of the founding of the City of Montreal. The Department's financial contributions to projects highlighting Montreal's heritage testify to the importance it assigns to historical artifacts and cultural treasures.

"The most important project — one which Communications Canada has been associated with since 1989 — is the Montreal museum of archaeology and history, known as Pointe-à-Callière," says Francine Du Bois, Director, Museum and Heritage Development in Montreal. Between now and May 1992, the Department will contribute \$12 million toward completion of this project. Located on the site where the first French settlers trod the soil of what was to become Ville-Marie, Pointe-à-Callière will help increase peoples' knowledge and appreciation of Montreal, a city which has taken its place in North America as a commercial, geographical and cultural crossroads.

Since 1980, various excavations have brought to light six centuries of remains and thousands of artifacts. To display these riches and illustrate the commercial and cultural history of Montreal, Pointe-à-Callière will bring together three major museographic sectors: The Édifice de l'Éperon, built on the site formerly occupied by the Royal Insurance building; the archaeological crypt, located under the Place Royale; and the Ancienne-Douane, now being restored, which was built on the site of Montreal's first market. The Édifice de l'Éperon will house, among other things, the first city cemetery and

a multimedia show with sets, lighting and sound effects that will bring to life the 350 years of Montreal's history.

An underground passage crossing the former bed of the Saint-Pierre River will reveal the William collector sewer and link the Édifice de l'Éperon to the archaeological crypt. At this point, the walls of an inn and of the "royal" warehouse will take 20th-century visitors back some 200 years in time. Five people in period costume, including a 17th-century Indian chief and a 19th-century innkeeper, will answer questions about the way of life during the times when they lived.

In the Édifice de l'Ancienne-Douane, animation, interactive units and exhibition modules will present the development of the city, the superposition of epochs in its history and the cultures that have given it its vitality.

"Since 1980 various excavations have brought to light six centuries of remains and thousands of artifacts."

Other projects sponsored by the Department include the Musée Jeanne-Mance, which is receiving a \$1,250,000 contribution to help restore the former chaplains' residence. In a setting rich in history, exhibits will retrace the history of the Hospitalières de Saint-Joseph de l'Hôtel-Dieu de Montréal.

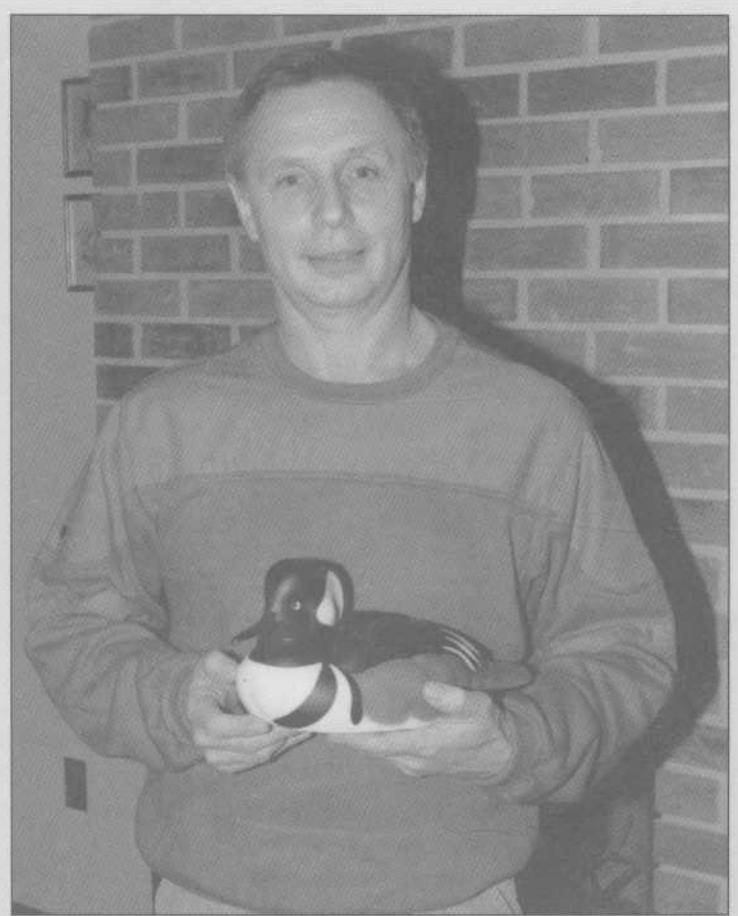
Since 1956, the Fondation Lionel Groulx has encouraged the study of the history of French Canada and of the French presence in North America. A

\$940,000 contribution will go towards capitalizing, renovating, modernizing and upgrading the Centre de recherche Lionel Groulx.

"Five people in period costume, including a 17th-century Indian chief and a 19th-century innkeeper, will answer questions about the way of life during the times when they lived."

In addition, an \$800,000 contribution will defray the cost of consolidating and interpreting the remains of Montreal's first hospital, l'Hôpital général des Frères Charon, and of the first chapel of Marguerite d'Youville, one wall of which still stands.

Communications Canada will also contribute \$1,400,000 to develop the barn adjoining the Maison Saint-Gabriel, which was constructed in the late 17th century, and strengthen the Maison. This museum, owned by the Sisters of the Congregation of Notre-Dame, ensures the preservation and display of their historical collections, which tell the story of the arrival and temporary stay of the "Filles du Roy" in New France.



Ken Stratichuk holds a hooded merganser decoy which he carved and painted.

Technology and art: birds of a feather in carver's hands

With a five-dollar knife and some power tools, infinite patience, a keen eye for detail and a passion for perfection, Ken Stratichuk coaxes wild birds and waterfowl out of mere blocks of wood.

It has become an award-winning hobby for Stratichuk, Cable Technologist with Central Region's Engineering Branch. He took home "Best in Show" awards in 1990 and 1991 at Manitoba bird-carving competitions sponsored by Ducks Unlimited.

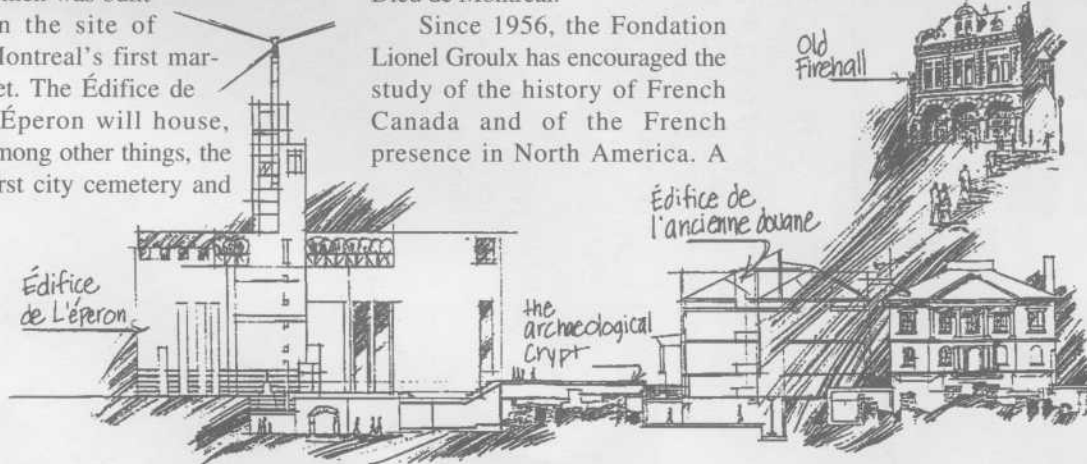
"I can't own one of these original decoys but I can make a copy of one."

Stratichuk had been working with wood for some time when a CBC documentary on duck decoy carving grabbed his attention a few years ago. "The program showed decoys getting auctioned off, and I saw one fetch \$2,500," he explains. "Mind you, these were originals, collectors' items. I know of one decoy in the U.S. that sold for a record \$319,000 a few years ago."

Hobby carving has become so popular that decoys are everywhere, and Stratichuk found it hard to get a decent return on the time and money he'd invested. Now he looks to the challenge of experimenting with different methods and materials, and his reward comes in revealing the beauty inherent in each piece.

Stratichuk uses a variety of woods including cherry, pine, basswood and tupelo. The physical qualities of the wood are central to the carving process and to the finished look, he says. Depending on the type and size of a carving, between 50 and 150 hours go into creating a piece.

Lately, Stratichuk's focus has shifted to replicas of original working duck decoys. Smooth and sculpted in appearance, these were made by acclaimed old-time carvers such as "Shang" Wheeler and the Ward brothers. He has just completed a hooded merganser, a striking piece that will be the first in his own private collection of waterfowl decoy replicas. "I can't own one of these original decoys but I can make a copy of one," Stratichuk smiles.



Japan draws on departmental experts during telecom consultations

Annual consultations between Canada and Japan have again provided a valuable opportunity for the Department to advance Canada's telecommunications interests in the international arena.

The Canada-Japan Telecommunications Consultations were coordinated by the Department's International Relations Branch during two days of meetings in Ottawa last October. Senior officials from Japan's Ministry of Posts and Telecommunications, led by Vice Minister Taizo Nakamura, met with officials from Communications Canada, External Affairs Canada, and the Canadian Radio-television and Telecommunications Commission. Discussions ranged over a variety of

issues facing Canadian and Japanese telecommunications regulators and policy-makers.

The Japanese group held discussions with officials from various sectors in the Department, including Parke Davis, Director, Industry Structure and Services; Susan Baldwin, Director, Research and Technology Policy; Fernand Léger, Director, Spectrum and Orbit Policy; and Gérald Chouinard and Paul Hearty from Broadcast Technologies Research. Discussions also covered radio licensing in Canada, the General Agreement on Tariffs and Trade (GATT) and at the International Telecommunication Union.

The meeting also laid the foundation for an exchange of broadcast programming between Canada and Japan.

This was the sixth set of the annual telecommunications consultations, which alternate between Canada and Japan. Previous rounds have been useful in fostering commercial interests, increasing cooperation in R&D, gaining support in multilateral organizations, coordinating frequency usage, facilitating the exchange of experts, and sharing information about regulatory and policy matters.

Hélène Cholette-Lacasse, Head of Bilateral Telecommunications, DGIR, says, "Such consultations are valuable for strengthening Canada's relationship with other countries in the telecom sector, and establishing personal contacts which strengthen Canada's foreign relations in the field of communications."

New video highlights PS2000 changes

A new video, *PS2000: Blueprint for Change*, allows public servants to see some of the changes resulting from PS2000. "This video will cause some lively discussion in many departments and agencies," says Stephen Boissoneault, Director of Communications, PS2000 Secretariat.

One department featured in the video provided 12 employees with home offices, complete with computers, modems and fax machines. The employees report

they found greater satisfaction and were more productive. As a bonus, the department saved money on office accommodation.

Other innovations include electronic forms and new employee recognition programs.

Assistant deputy ministers, regional executive directors, and the Human Resources Branch can make copies of the video available to employees. For more information, call Dan Rainboth, Visiting Director, PS2000, at (613) 990-5497.

Awards/Distinctions



Deputy Minister Alain Gourd presented a Deputy Minister Group Achievement Award to employees who organized the Canadian Seminar on Information Technology and Telecommunications Standards. From left to right: Winnie Pietrykowski, Ben Ho, John Gilbert, Alain Gourd, William McCrum, Marianne Lefebvre, Andrew Kwan and Sylvie Lacoursière.

Le sous-ministre Alain Gourd a présenté un Prix du sous-ministre pour réalisation collective aux employés qui ont organisé le Séminaire canadien sur les normes de la technologie de l'information et des télécommunications. De gauche à droite : Winnie Pietrykowski, Ben Ho, John Gilbert, Alain Gourd, William McCrum, Marianne Lefebvre, Andrew Kwan et Sylvie Lacoursière.

Tracey Stewart, (right) Cabinet Liaison Officer, and Patti Street, Account Administrator, received Special Contribution Awards in recognition of their 10 years of volunteer service with the Department's fitness program.

Tracey Stewart, (à droite) agent de liaison avec le Cabinet, et Patti Street, administratrice de comptes, ont reçu une attestation de contribution spéciale en reconnaissance de leurs 10 années de bénévolat au sein du programme de conditionnement physique du Ministère.



Flexibility continues from page 1

answer to every problem is control, control, control. Innovation and trust, as recommended in PS2000, is the key."

One change under SOB is for personnel costs to be measured in salary dollars rather than PYs. "The change from PYs to dollars will show the true cost of our human resources," explains Larocque.

SOB will not affect the merit principle, collective agreements, or personnel legislation. Employees will have the same protection as before, says Larocque.

SOB will also allow managers to carry forward a percentage of unspent budget at fiscal year-end, though Treasury Board has not yet determined the percentage or attached conditions. The change will help financial planning and eliminate the year-end spending frenzy, explains Larocque.

SOB will enable managers to adapt to changing situations more easily, says Larocque. "In the past, unplanned staff departures resulted in lost salary dollars while the position was being restaffed. Under SOB, this money can be used by the manager to buy better computers or provide training for other employees, for example. Also O&M money can be used to hire additional staff during peak work load periods."

Souplesse suite de la page 1

s'en servir. «Nous ne prétendons plus que la clé de tout problème, c'est le contrôle. Au contraire, comme FP 2000 le dit, l'innovation et la confiance sont désormais les mots d'ordre.»

Dorénavant, les frais de personnel seront mesurés en argent plutôt qu'en années-personnes. «Ça va révéler le vrai coût de nos ressources humaines», ajoute M. Larocque.

L'adoption du BFU n'influera en rien sur le principe du mérite, les conventions collectives, ni la législation régissant l'emploi, et les employés continueront de bénéficier des mêmes protections qu'avant.

Par ailleurs, à la fin de l'exercice financier, les gestionnaires pourront reporter un pourcentage du solde de leurs budgets; toutefois, le Conseil du Trésor n'a pas encore précisé le pourcentage ni les conditions à respecter. Selon M. Larocque, cette modification favorisera la planification financière et mettra fin aux dépenses effrénées de fin d'exercice.

Il ajoute que le nouveau régime permettra aux gestionnaires d'adapter plus facilement leurs services aux besoins du moment. «Jusqu'à présent, les départs imprévus faisaient perdre de l'argent du budget des salaires pendant qu'on dotait le poste, dit-il. Grâce au nouveau régime, le gestionnaire pourra se servir de

Front-line managers will be accountable both for results and for staying within budget under SOB. Although there has been no decision on what safeguards will be introduced, management contracts, where section managers and their immediate supervisors sign an agreement defining their yearly objectives and evaluation criteria, are one possibility. However, the amount of mandatory reporting will be reduced, says Larocque.

Communications Canada is also changing its financial reporting system and training managers to use SOB. Approximately 300 new users will be added to the Department's computerized financial reporting system. Existing processes are also being reviewed to ensure that they are as streamlined as possible and will provide managers with the most accurate information possible.

Also under development is a "what if" computer program that will calculate the effects of costs such as acting pay and overtime on a manager's budget. As well, the Department is compiling a manager's guide to help people understand their new capabilities and obtain the maximum benefit from SOB. "The guide is just to help people manage in the new environment. It won't be firm policy," says Larocque.

The procedures and guidelines developed by the Department and Treasury Board for the pilot project

l'argent pour acheter de meilleurs ordinateurs ou de la formation, par exemple. De plus, le budget de F et E pourra servir à payer du personnel supplémentaire en période de pointe.»

Les cadres subalternes auront la responsabilité d'obtenir les résultats prévus et de respecter leur budget. On n'a pas encore décidé des mesures de contrôle, mais des «contrats de gestion» sont une possibilité: le gestionnaire et son superviseur signeraient une entente comportant les objectifs de l'année et les critères d'évaluation. M. Larocque indique que l'on réduira le nombre de rapports à présenter.

Le ministère des Communications est en train de modifier son système de rapports financiers en fonction du BFU et de former les cadres. Ainsi, le système de rapports financiers informatisés du MDC gagnera 300 nouveaux usagers. On se penche également sur les autres processus administratifs afin de les simplifier au maximum et de faire en sorte qu'ils fournissent les meilleures données possibles aux gestionnaires.

Également en voie d'élaboration, un programme prévisionnel, c'est-à-dire capable de calculer les effets de différents facteurs (traitement intérimaire, heures supplémentaires) sur un budget donné. On est aussi en train de rédiger un guide du gestionnaire pour expliquer le nouveau régime et aider les intéressés à en tirer le maximum d'avantages. «Le guide sera fidèle à son nom : il servira à guider les gens et non à les obliger à faire ceci ou cela», précise M. Larocque.

may form the basis for government-wide implementation of SOB for April 1, 1993. "Right now, we're trying to anticipate and resolve issues that will arise under SOB. We will be making decisions that will affect how the system runs across the government. We want other departments and agencies to look at how we implement SOB as an example of how to do business while maintaining the human dimension," says Larocque.

The task force on the implementation of SOB will hold information sessions to answer employees' questions and gain employees' input. "These face-to-face meetings and consultations are essential to the success of the project. Employees will be hearing a lot about SOB in the next several months," says Larocque.

998-USOB Phone line to record questions on Single Operating Budget

A phone line has been set up to answer questions about the Single Operating Budget (SOB). Call 998-USOB (8762). A recording will ask callers to leave their questions, names and telephone numbers.

Il est possible que les procédures et les lignes directrices élaborées par le Conseil du Trésor et le Ministère pour le projet pilote servent aussi quand on étendra l'initiative à toute la fonction publique, le 1^{er} avril 1993. «À l'heure actuelle, ajoute M. Larocque, nous essayons de prévoir les difficultés et de les régler d'avance. Nos décisions influenceront sur le régime qui s'appliquera au reste du gouvernement. Ce que nous voulons, c'est faire en sorte que les ministères et autres organismes fédéraux voient le BFU comme une occasion de favoriser la gestion tout en ménageant la dimension humaine.»

Le groupe de travail sur la mise en oeuvre du BFU organisera des séances d'information afin de répondre aux questions des employés et de recueillir leurs observations. «Toutes ces consultations sont essentielles au succès du projet, assure M. Larocque. On entendra beaucoup parler du BFU dans les mois qui viennent.»

Nouvelle ligne pour les questions sur le budget de fonctionnement unique

Si l'on a une question au sujet du nouveau budget de fonctionnement unique (BFU), on peut maintenant appeler le 998-8762. Un message enregistré demande le nom et le numéro de téléphone de l'appelant ainsi que la question demandée.



Alain Gourd presented a Deputy Minister Group Achievement Award to employees who worked on the Broadcasting Legislation project. From left to right: Jean Guérette, Anne-Marie Desroches, Richard Matthews, Elizabeth Gilhooly, Michael Helm, Alain Gourd, Dianne Courchaine, Ted Ledingham, Len St-Aubin and Phillip Palmer. (Missing: Sandra MacDonald and Hélène Sheedy.)

Alain Gourd a présenté un Prix du sous-ministre pour réalisation collective aux employés qui ont participé au projet portant sur la *Loi sur la radiodiffusion*. De gauche à droite : Jean Guérette, Anne-Marie Desroches, Richard Matthews, Elizabeth Gilhooly, Michael Helm, Alain Gourd, Dianne Courchaine, Ted Ledingham, Len St-Aubin et Phillip Palmer (absentes: Sandra MacDonald et Hélène Sheedy).



The Deputy Minister presented a Deputy Minister Group Achievement Award to employees responsible for the first phase of the Senior Executive Network project. From left to right: Micheline Ouellette-Rogers, Judy David, Lucie Côté, Judith Edey, Elizabeth Richard, Craig Taylor, Louise Lafleur, Michel Gigault, Alain Gourd, Lyne Elliot Sherwood, Paul Hébert, Michel Girard and Marie D'Aoust. (Missing: Penny Barber.)

Le sous-ministre a présenté un Prix du sous-ministre pour réalisation collective aux employés chargés de la première phase du projet de Réseau d'information des cadres supérieurs. De gauche à droite : Micheline Ouellette-Rogers, Judy David, Lucie Côté, Judith Edey, Elizabeth Richard, Craig Taylor, Louise Lafleur, Michel Gigault, Alain Gourd, Lyn Elliot Sherwood, Paul Hébert, Michel Girard et Marie D'Aoust (absente: Penny Barber).

Boudreau continues from page 1

«There is no reason good-paying, long-lasting, high-tech jobs and the technological know-how they bring can't be created in Atlantic Canada just as well as anywhere else in the country, says Boudreau.

In fact, COM DEV, a major satellite technology manufacturer from Cambridge, Ont., recently chose Moncton as the site for a new plant to develop and manufacture satellite switching equipment.

Research centres in the region supported by the Department, such as the Canadian Centre for Marine Communications (CCMC) and the Telemedicine and Educational Technologies Resource Agency (TETRA) concentrate on technology adapted for use in Atlantic Canada but that also has applications for use elsewhere.

CCMC in St. John's, Newfoundland, conducts R&D for communications systems tailored to the fishing and off-shore resource industries. It is now supporting high-tech industry leaders in this field.

Newfoundland and Labrador's interest and needs in long-distance learning led to

the establishment of TETRA, based at Memorial University in St. John's.

New Brunswick's expertise in language technology and computerized translation, both in the private sector and at the University of Moncton, are also a focus of the Department's efforts.

«The new management philosophy permeating the region is one of teamwork and a focus on the employee.»

Boudreau and Carmen Comeau-Anderson, Director of Communications and Culture, say that making the regions responsible for the Cultural Initiatives and the Museums Assistance Programs has improved service and efficiency.

It has contributed to closer ties with our clients, says Boudreau. One year later, five-year agreements with New Brunswick and Prince Edward Island now allocate \$5 million and \$6.5 million respectively to

cultural development. Similar agreements are shaping up with Nova Scotia and Newfoundland.

«The federal government's regional development arm, the Atlantic Provinces Opportunities Agency (ACOA), backs us financially through co-operative economic development agreements and our staff offers its expertise to deliver programs," Boudreau notes.

Toronto continues from page 1

from the training we've given them. There are people in district offices all across the country who were trained here. That's very nice in one way I suppose, but it doesn't help us much."

Recruits in Toronto district receive basic training quickly and are then assigned to work with a senior person so that their on-the-job training can begin within three weeks. «We can't afford to be sending people out for extensive classroom training. That's the way we survive — we get them active right away," notes Power. Another

Boudreau credits the region's 100-strong staff for the Department's success in Atlantic Canada. The new management philosophy permeating the region is one of teamwork and a focus on the employee, he says.

«What we are doing is striving to introduce a more people-oriented approach, as opposed to focusing mostly on programs."

strategy is to restrict new staff to a narrow range of duties, allowing them to develop expertise quickly in a specific area.

Power confesses that he doesn't really know how the District copes. «I don't think there's any magical, innovative thing we've done. We cope day by day, though the one thing that matters is the dedication of the supervisory staff who put in the extra hours and weekends to keep it running.

«We're flexible, otherwise we'd never survive. Our staff learn very fast to think on their feet, and there's certainly never a dull moment."

Boudreau suite de la page 1

«Je ne vois pas pourquoi on ne pourrait créer, dans les Provinces atlantiques aussi bien qu'ailleurs, des emplois rémunérateurs et durables dans des industries de pointe, ce qui créerait en même temps un savoir-faire technologique», déclare M. Boudreau. De fait, COM DEV de Cambridge (Ontario), fabricant de produits destinés à la technologie de la transmission par satellite, a choisi récemment Moncton pour implanter une nouvelle usine.

Dans la région, les centres de recherche soutenus par le Ministère, comme le Centre canadien des communications maritimes (CCCM) et le Telemedecine and Educational Technologies Resource Agency (TETRA), oeuvrent dans le domaine de la technologie adaptée à une utilisation dans les Provinces atlantiques, mais applicable également ailleurs.

Le CCCM de St. John's (Terre-Neuve) mène des travaux de R-D sur des systèmes de communications adaptés aux industries de la pêche et des ressources hauturières; il est maintenant un chef de file dans ce domaine.

L'intérêt et les besoins de Terre-Neuve et du Labrador en matière de téléapprentissage ont conduit à la mise sur pied de

TETRA, dont les bureaux sont installés à l'Université Memorial de St. John's.

La compétence du Nouveau-Brunswick en matière de technologie langagière et de traduction automatisée, tant dans le secteur privé qu'à l'Université de Moncton, a également retenu l'attention du Ministère.

«La nouvelle philosophie de gestion répandue dans la région repose sur le travail d'équipe et la valeur de l'employé.»

M. Boudreau ainsi que Carmen Comeau-Anderson, directrice régionale du secteur Communications et Culture, soutiennent qu'en confiant aux régions la responsabilité du Programme des initiatives culturelles et du Programme d'aide aux musées, on a amélioré le service et accru l'efficacité. «Nous avons pu nous rapprocher de notre clientèle», affirme M. Boudreau. Un an plus tard, des ententes quinquennales avec le Nouveau-Brunswick et l'Île-du-Prince-Édouard prévoient maintenant le versement de 5 millions de dollars et de 6,5 millions de dollars respectivement pour le développement

culturel. Des ententes semblables sont en voie de négociation avec la Nouvelle-Écosse et Terre-Neuve.

«L'Agence de promotion économique du Canada atlantique (APÉCA), cet instrument de développement régional du gouvernement fédéral, nous soutient financièrement grâce à des ententes coopératives de développement économique, et nos employés mettent les pro-

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problème est que trop de gens partent avant que nous puissions bénéficier de la formation que nous leur avons donnée. Dans les bureaux de district du MDC de tout le pays, il y a des employés formés ici. C'est très bien en un sens, je suppose, mais cela ne nous aide pas beaucoup.»

Les recrues du district de Toronto reçoivent une courte formation de base puis travaillent avec un employé d'expérience afin que leur formation en cours d'emploi puisse débuter pendant les trois premières semaines. «Nous ne pouvons nous permettre d'envoyer les gens suivre une longue formation théorique. C'est comme ça que nous nous en sortons : nous les mettons au travail sur-le-champ», ajoute

grammes en oeuvre», fait remarquer M. Boudreau.

Il attribue à la centaine d'employés régionaux le succès du Ministère dans le Canada atlantique. «La nouvelle philosophie de gestion répandue dans la région repose sur le travail d'équipe et la valeur de l'employé. Nous avons adopté une nouvelle approche davantage axée sur les personnes que sur les programmes».

M. Power. Une autre stratégie consiste à affecter les nouveaux employés à un éventail restreint de fonctions, ce qui leur permet d'acquérir du savoir-faire rapidement dans un secteur précis.

M. Power avoue ne pas trop savoir comment le district s'en tire. «Je ne crois pas qu'il y ait de formule magique. Nous prenons une journée à la fois, bien que l'essentiel soit le dévouement du personnel de surveillance qui consacre les heures supplémentaires et les fins de semaine nécessaires à la bonne marche des opérations.

«Nous sommes souples, sinon nous ne pourrions jamais nous en sortir. Nos employés apprennent très vite à retomber sur leurs pieds, et bien sûr, on n'a jamais le temps de s'ennuyer.»