

COMMUNICATIONS

May 1988

 Communications
Canada

Express

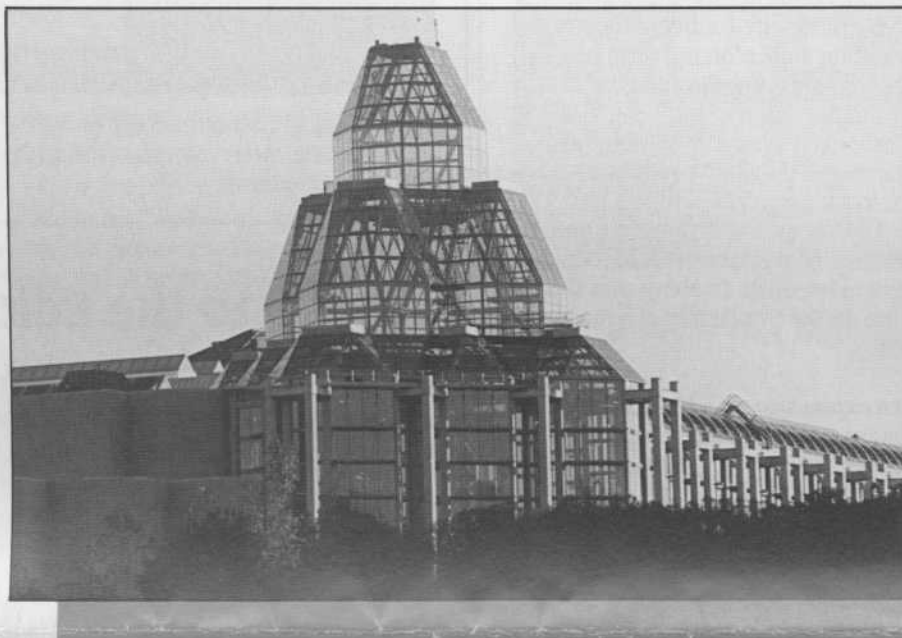
Canada

Destination '88 A year of excitement in Ottawa

Ottawa, one of the most popular visitor destinations in the country, is planning an exciting lineup of major new attractions and events for this year. Under the Destination '88 theme, Ottawa is being promoted all across Canada and the northern United States, and residents of the National Capital are being urged to invite relatives and friends. Communications Canada employees have been working actively as part of the Destination '88 team. Deputy Minister Alain Gourde, a member of the organizing committee, expressed the department's enthusiasm for the celebration in a recent speech.

"Communications Canada is proud to be part of the co-operative and synergistic partnership that has launched Destination '88. Together, we've set the stage for something worth celebrating: ourselves. Why not 'share the excitement'."

One of the major events taking place during Destination '88 is the official opening of the spectacular new National Gallery of Canada. Designed by renowned Canadian architect Moshe Safdie, the new Gallery is a masterpiece of shimmering glass perched high above the Ottawa River in full view of Parliament Hill. It is a home truly befitting the country's



The new National Gallery of Canada

national artistic treasures, many of which the Gallery will now be able to exhibit for the first time. As part of its first season, the Gallery will hold the premiere North American showing of The Works of Degas, from late June until Labor Day.

The Gallery will be one of the world's largest art museums, after the giants like the Louvre in Paris and the Metropolitan Museum in New York. More than three times the size of Maple Leaf Gardens, with nearly

(continued on page 2)

Museum Assistance Program — A service to the museum community

The museum community in Canada has been served by the Museum Assistance Program (MAP) for over a decade. It is one of the National Programs that transferred to Communications Canada in 1987 from the National Museums Corporation.

Located in Ottawa, a few miles from Headquarters, MAP manages various programs designed to facilitate the preservation of, and increased access to, our natural, cultural and technological heritage, represented in collections across the country, for the benefit of all Canadians.

Its staff of 24 provides financial and technical assistance to qualifying museums, art galleries, exhibition centres and related associations and other non-profit institutions and organizations.

MAP is divided into three sections: Regional Co-ordination; Program Co-ordination; and an Advisory Unit which provides advice on planning, museum design and security.

(continued on page 2)

Richard Stursberg thrives on challenges

Every day, Canadians face new challenges arising from advances in telecommunications and technology. Richard Stursberg greets them with enthusiasm.

As the Assistant Deputy Minister, Telecommunications and Technology, Stursberg sees the key responsibilities of his sector as encouraging the development of systems that create and move electronic information across Canada.

"There is no doubt," Stursberg says, "that the impact of technology in social, economic and industrial terms on the output of the labor force will become the central dominant characteristic of our economy and society."

"We have seen only 15 percent of the total applications of this technology; an incredible 85 percent is yet to

come. The tidal wave of information technology applications in the future is almost inconceivable.

"In the not too distant future," he says, "it's going to become increasingly difficult to distinguish between where computing activity ceases and telecommunications networks begin, or where a fax machine leaves off and a telephone system starts. Eventually we will be dealing with one large, integrated information processing machine."

Stursberg has been ADMTT for approximately one and a half years. Previously, he was Assistant Deputy Minister for Corporate Policy, and before that, Director General, Strategy and Plans. He served from 1980-1983 as Director of Policy Overview and Planning for the Ministry of State for Social Development. From 1978 to

1980 he was Special Policy Advisor to the Deputy Minister, Communications.

Stursberg is a 1969 graduate of Carleton University in political science and philosophy, and studied philosophy for one year at Université d'Aix-Marseille in 1970. He then returned to Carleton where he was awarded a Master's degree in social theory. He has done graduate work at the Institute for Behavioural Research at the University of Michigan.

In 1979, Stursberg was sent to London by the Government of Canada to work in the British civil service and to pursue advanced studies. He completed work in Management Studies at Oxford University, and in Business Studies at the University of London, before returning to Canada.

"Globally," he says, "Canada is a leader in certain facets of the telecommunications industry, such as products, systems and services. Many Canadian companies have achieved international stature and strength."

The Department itself is a metaphor, he says, in that the communications challenges that preoccupy the country are the challenges with which the Department wrestles.



Stursberg is very much at home at Communications Canada. He thinks the Department is probably the best place to work in the Government. More specifically, there are three factors that make his job enjoyable: the issues, and the challenges they present; the people, particularly in his sector, whose depth and sophistication are "stunning"; and the level of commitment of these people.

This summer — Ottawa!

New marine communications system up and running

According to Glen Lockwood of the Engineering Programs Branch, a newly developed "Ship Advisor" computer is a real time and labor saver to the Canadian Coast Guard and the Department.

Communications Canada has the responsibility (delegated by the Canadian Coast Guard) to inspect ships travelling in Canadian waters for compliance with spectrum management regulations.

"For some time, inspectors of marine communications equipment had clamored for some type of help," explains Lockwood. "They were enforcing Canadian Coast Guard regulations set out in a manual more than one-inch thick."

"In some areas, perhaps only a dozen ships are inspected all year, so the Department inspectors did not become familiar with all the regulations," Lockwood continues. "In other areas, different inspectors interpreted the same regulation differently."

Only one human expert — a senior Coast Guard officer — was familiar with all the regulations. Lockwood said if an inspector was unsure of a regulation or of how to interpret it, he had to ask that Coast Guard officer.

To develop the "expert system," Lockwood interviewed the senior Coast Guard officer. With the officer serving as the "expert" and Lockwood as the "knowledge engineer," the two worked for nearly six months building the knowledge base.

It contains all the regulations and legal documents the inspectors need to draw on to properly examine the communications equipment on ships. The information was put into the form of "production rules" that allow inspectors to ask "if-then" questions of the system. The system contains information relating to nine major attributes, including ship tonnage, ship length, number of passengers, and nature of voyage.

Now, Communications Canada inspectors can consult the ship expert system which contains about 130 rules, specifies the radio, navigational and radio safety equipment the ship must carry, and states the technical specification of the tests to be performed. It also outlines the documents and certificates that should be onboard.

The Ship Advisor is also bilingual; users can operate the system in English or French.

Lockwood trained regional office staff during February and March 1987 and the system was up and running in time for the busiest part of the shipping season in March, April and May.

"Now, there's little, if any, need to go through these personal consultations," says Lockwood. "Communications Canada officers are confident they're interpreting and enforcing rules correctly, and everyone is saving time."

"The new system preserves human expertise and it makes a common standard of expertise available to everyone in the organization. It ensures the correct application of regulations. And it enables officers to lessen or do away with their reliance on the availability of a human expert."

"An expert system which could speed up diagnoses of problems, especially in routine cases, could have a major payoff, saving the department a lot of money and people hours."

Lockwood adds that another long-term requirement, both for the Ship Advisor and for future applications, is to enable expert systems to "learn" from their own case histories and automatically enter the new information into its knowledge base.

"For now," Lockwood sums up, "we're pleased that the Ship Advisor has had such a positive impact."

Software 88 . . . a success

The overall theme of the Software 88 symposium, held in Toronto in February, was "Share the Success." It provided a unique and important forum where software industry managers, financial managers and senior government officials learned from the individuals and companies that are setting the pace. The industry was also able to describe itself and its needs to

senior government officials and members of the financial community.

As an indication of the importance both levels of government place on this industry sector, federal Communications Minister, Flora MacDonald, and Ontario Minister of Culture and Communications, Lily Oddie Munro, opened the jointly sponsored symposium.



The Planning Committee (left to right): Vic Banning, Hilda Ridewood, Joan McCalla, Merv Stevens, Prudence Watson, Ghislaine Bilodeau, and Monique Lajeunesse.

Letters to the Editor



Letters may be edited for purposes of clarity and space.

Dear Editor:

It was a pleasure to read your brief article on the Minister's participation at Telecom '87 in the March issue.

However, the message lost a substantial part of its impact because the article indicated that only 10 Canadian companies were present; the actual number was 40; thus the largest ever telecommunications mission from Canada to participate in a foreign event.

Would it be possible to print an erratum in the next issue?

Peter Liebel
Director General
Industry and Economic Development
Branch

Dear Mr. Liebel:

We apologize for the typographical error regarding Telecom '87 Canadian participation, and thank you for bringing it to our attention.

In addition, we would like to extend our congratulations to you for your team's contribution to the success of Telecom '87.

The Editors

Letters to the Editor should be addressed to:

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Ottawa, Ontario
K1A 0C8

We welcome comments, articles and letters from ALL our readers.

Goodbye to dental plan deductions

On June 1, your pay cheque will be a little bit healthier — from \$6.20 to \$18.60 healthier, in fact — because that is the date public service

employees get an improved dental plan and the employer starts to pick up the whole cost.

(continued from page 1 — Destination)

12,000 square metres of display space in nearly 50,000 square metres of building space, it will be able to display some 1,900 works of art at any given time in ideal lighting, climatic, and architectural conditions.

On June 17, the new National Aviation Museum will open with a dramatic flypast of vintage aircraft from its extensive collection, considered among the top three collections in the world. The museum's exhibits, which cover an area equivalent to four football fields, trace the history of flight over the past century.

The popular Festival of Spring May 13 to May 23 was bigger and brighter than ever this year, with a colorful boat flotilla on the Rideau

Canal, millions of tulips blooming in the parks and along the parkways, outdoor concerts and a massive Canadian craft market.

During the summer, Ottawa will also play host to numerous colorful events, including the Canada Dance Festival, and the Ottawa International Jazz Festival. *The Spirit Sings*, a fascinating exhibit of native Canadian artistic traditions, will be on display at the Canadian Museum of Civilization from June 30 to November 6. At its magnificent new building on the banks of the Ottawa River in downtown Hull, the Museum of Civilization will hold preview tours of what promises to be one of the world's greatest cultural attractions.



A Communications Canada ship inspector (left) and the system developer, Glen Lockwood, discuss a test run of the Ship Advisor.

(continued from page 1 — Museum Assistance)

Assistance is available to qualifying Canadian institutions for public programming assistance; encouragement of in-house conservation facilities; assistance in the production, planning and circulation of exhibitions; documentation of museum collections; opportunities for the development of museum activities; encouragement of more effective methods of museum training; and upgrading facilities in order to improve the preservation of collections.

The museum community acknowledges that, since its inception in 1972, MAP has made a significant contribution to its overall development.

Thanks to MAP's assistance, Canadian museums and exhibits are better equipped to preserve and make accessible the historical tapestry of our unique culture and heritage.

Informatics training in the ADMSM sector



Informatics training in action

Because of the initiative, hard work and co-ordination of the Sector Policy, Planning and Assessment directorate and the Automated Spectrum Management Systems directorate, over 100 employees in ADMSM have had the opportunity to attend introductory courses on Micromputers, DOS and Wordperfect. The courses were given by the Informatics Management directorate, headed by Judith Edey and her

staff including Diane Côté, Suzanne Arrol and Linda Girard-Seguin.

After burning the midnight oil preparing for a Communications and Protocol session, DASM Bruce Farmer and his team of Larry Engel, Harold Dyck and Norman Trickey gave over 60 employees an understanding of the components and issues involved in computer communications.

Most employees in the Sector have become computer literate, and repair calls to remove foreign substances, namely bagels, from disk drives, have decreased considerably!

Plans for the new fiscal year include such courses as: LOTUS 1-2-3 (Financial spreadsheet); dBase 3+ (Database Management System); Local Area Networks; Software Development and Advanced Microcomputer Concepts, and will be open to all sectors. For more information, call Judith Edey at 990-4392.

FYI

When my friend naively asked me to tell her about the Department, I said I'd try to make a long story short.

I began by explaining, "we're no longer referred to as DOC, but we still have five sectors: SADM, ADMTT, ADMAC, ADMSM and ADMCM. It's very simple to explain, in fact, but you have to pay close attention.

"The ADMTT, for example, has responsibility for GTA, which, among other things, uses the services of CNCP. ADMTT is also the force behind MSAT, VSAT, SHARP and the ANIKs.

"Now CWARC, or CCRIT, as it is designated in French, falls under ADMTT, as does CRC where we do R&D. DFL is also at CRC, but not all employees at CRC are directed by ADMTT. Of course, everyone already knows that the ADMSM monitors AM and FM, both at HQ and in RDA, RDQ, RDO, RDC and, of course, RDP.

"Culturally speaking, ADMAC is the umbrella sector for CBC, CRTC, NAC, NFB, and through CIP, supported artists at EXPO '86.

"Everything OK so far? Great.

"The ADMCM looks after departmental employee needs, such as OHIP, CPP and EAP through the DGHR at HQ. Most of the DCAT branch under ADMCM is at CRC.

"All of these sectors are under the guidance of the MINO, whose advice is conveyed by the DM.

"If any of this is not clear, give us a call at DGIS (listed under SADM) and we'll get back to you ASAP."

My friend appeared confused and was gazing vacantly over my shoulder. I heard her mumble as she walked away, "I guess COM has developed a third official language. This one will be really tough to learn."

Supervisor Orientation Program

The Human Resources section of the Department recently held a two-week Supervisor Orientation Program in Gananoque, Ontario. This was the twelfth in a series of supervisory courses designed for Communications Canada employees.

Participants attended sessions dealing with topics such as motivation and leadership, interpersonal communications, time and stress management,

problem employees, safety and security and employee appraisals.

The program was judged a success by the group, who, after two weeks of hard work, competed in a "time management rally event" on the last evening. The competition was won by a team from the Vancouver Regional Office.



Pictured here are departmental employees from across Canada who attended the Supervisor Orientation Program. Back row (left to right); Joe Van Beek, Denis Gosselin, Kevin Bennett, Moe Robillard, Jim Goodspeed, Duff Graham, Ghislaine Didham, Barry Dagenais, John Morin, and Richard Atkinson. Middle row; Pat Murphy, Paul Leblanc, Anne-Marie Giannetti, Janet Watson, Carole Barbier, Birgit Andreasen, Valerie Callaway, and Connie Zinghini. Front row; Penny Barber, Gail Stone, Louise Code, Jacquelynn MacIntosh, and Suzanne Ladouceur.

Under the safety hat

Two awards for excellence in fire prevention

The Fire Commissioner of Canada recently presented two awards to Communications Canada for excellence in the field of fire safety education and performance. Headquarters placed second in the National Capital Region Competition for buildings with 51 occupants or more, and was then given third place in the National Competition. The awards were accepted by Larry Ormsbee, Chief, Building Fire

Officer for the Journal Tower North; and J.E. (Ed) Harrison, Director, Security and Communications Support Services, and line manager responsible for fire prevention for the Department. Michael Binder, ADMCM, presented the awards on March 15 to the members of the Fire Emergency Organization; a volunteer group dedicated to the safety of fellow employees.



Our volunteer Fire Emergency Organization

Surrey monitoring site

by Rose Sirois

Thirty-five kilometres outside Vancouver, among the farms and fields in Surrey, the Department operates one of three remaining Canadian monitoring sites. These sites or stations are responsible for intercepting and analysing the many varieties of signals being propagated within the radio frequency spectrum, and therefore must be located on large tracts of interference-free land.

The Surrey site monitors an immense area of 96,000 square kilometres. It is part of the Vancouver District Office. With Victoria, British Columbia, and Seattle, Washington close by, there is a large demand for available spectrum, and an ongoing need to resolve interference problems, minimize frequency congestion and serve a high volume of licence and examination applicants.

The eight-member Surrey office staff provides a complete range of spectrum management services during regular office hours. However, the work of monitoring the spectrum is a 16-hour-a-day operation, five days a week.

The radio spectrum is an international resource shared among all nations. Occasionally, staff will be required to monitor certain frequencies 24 hours a day for special projects initiated by the International Telecommunication Union (ITU), of which Canada is a member, in Geneva, Switzerland.

To balance job duties and prevent staff from working too many night shifts, the monitoring and licensing positions are rotated bi-weekly. Inspector Kim Mikkelsen says there are pros and cons to this arrangement. "Job rotation is great for preventing monotony, and keeping our job skills current. But shift work is a killer, and destroys your social life."

The radio spectrum is subject to its own kind of pollution. The Monitoring Inspectors curtail or minimize radio frequency pollution by ensuring that transmitting stations comply with frequency tolerances; stay within necessary bandwidths and output power limits. They also conduct occupancy studies to determine the degree of channel loading (several users using the same channel, similar to telephone party lines), recommend frequencies suitable for potential spectrum users, and play a large part in locating, identifying and resolving interference problems.

During the summer, Communications Canada technical staff join amateur radio operators at "Hamfests" throughout British Columbia. "The personal contact with ham operators and all our client groups provides important feedback on their needs, and on their perception of how we do our job," says Ron Brown, Monitoring Office Supervisor.

The Surrey office is located on land large enough to support several tenants. Because of the station's vast open spaces, the setting is ideal for communications transmissions. One of the tenants is a British Columbia high-tech firm, supported by the Department to develop and test a computer-controlled HF radio terminal for data and facsimile transmission. Their access to the Department's expert personnel and facilities has contributed to the experimenters' good results to date. The second tenant, the Department of Fisheries and Oceans, is running a trial project on the site using a computer-to-computer communications network to link their vessels off the coast with land-fixed stations.

Radio Inspectors — Guardians of the airwaves

Today, the management of the radio spectrum is a sophisticated function characterized by constant innovation in radio technology. A computer system now assists in the domestic and bilateral tasks of spectrum management, replacing manual systems that were previously overwhelmed with the volume of work.

In the early 1930s, however, radio reception in Canada was sporadic at best. In fact, the process of inspecting and monitoring the receivers in those days is evidenced in the report of a Member of Parliament to the House of Commons on March 4, 1938 in the following vignette.

When a citizen of Moore Park in Toronto was asked to pay his radio receiving licence fee, he refused on the grounds that interference prevented him from enjoying the radio. The Radio Inspector promised to report this interference to the Department of Transport office in Toronto and waived the fee, pending resolution. Having heard nothing from the Department for over two months, the citizen telephoned to ask what was being done about his complaint. After being put on hold for five minutes, the official came back on the line with the reply, "My dear man, we still have 3,546 complaints ahead of yours to look into."

No longer do Radio Inspectors go door to door to enumerate and validate broadcast receiving sets. They have also retired the mallets they once used to identify power line leakage.

Today, Radio Inspectors are primarily drawn from the ranks of technical school graduates. Some possess additional multi-disciplinary training in engineering, general management, business, economics and sociology.

While all inspectors possess a solid core of technical expertise essential to the daily functions of spectrum management, many have progressed through the ranks to take up management positions at all levels in the ADMSM sector, both at Headquarters and in offices across the country.

Today, there are more than 400 Radio Inspectors who operate out of Communications Canada offices across Canada. They apply their skills to the five functions that constitute the daily reality

of our spectrum management system: examination and certification, authorization, licensing, interference investigation, and resolution and enforcement.

Mike Nawrocki, the Inspector-in-Charge in Thunder Bay, provided *Communications Express* with "a day in the life of a Radio Inspector," which, in this case, started after his regular work day was finished. Mike began his career with the Department as a Radio Inspector in 1961. He has been with the Thunder Bay District Office since 1965, first as Supervisor, and presently as Inspector-in-Charge of the Thunder Bay Sub-Office and Monitoring Station.

"At 1:15 a.m., Search and Rescue Edmonton called to report that the SARSAT satellites had been picking up an ELT (Emergency Locator Transmitter) signal near Sioux Lookout, which had to be located.

"The necessary equipment (two sets of everything — the second set for back-up) was packed up, the pilot contacted, the plane fueled and de-iced and we were finally airborne at 3:30 a.m.

"Finally, three hours later and after many frustrating 'passes' over the suspected ELT source area, as faint signals were detected but disappeared quickly, small fires were spotted on the ground. The location was charted and the aircraft returned to the airport.

"All the equipment was unloaded from the plane and reloaded into a police cruiser which had been standing by.

"We travelled over five miles of bad roads, took two wrong turns, all the while tuned to the meter, and we still had not turned up the source. A telescopic whip was then activated, and the signal began coming in clearly.

"We jumped out of the cruiser, and followed the signal on foot as the meter started to climb. Suddenly, we found the smouldering ruins of an ELT (in a garbage dump), its antenna still attached. Now, who would set fire to a perfectly good ELT? Question still unanswered, we headed back to the airport at 8:45 a.m., our mission complete, that of locating the ELT, and then home for breakfast wondering what the rest of the day would bring."

Did you know that . . .

- the first Canadian film was produced by a Manitoba farmer in 1897? It depicted prairie life, and encouraged immigration to Canada from Britain.
- the first Canadian radio broadcast was in 1919?
- the first English Canadian radio drama, CNR Drama Department's

CNR Players, was produced from Vancouver by Jack Gillmore in 1927?

- in 1969, the Department of Communications was established?
- in 1980, the arts and culture portfolio moved to Communications Canada?

The Mission Statement: Setting the course for the future

As Communications Canada nears its 20th anniversary in 1989, employees in all sectors and regions have been working together to help set the course for the future. More than 60 employees, representing the full spectrum of the department's responsibilities, have been asked to help the Deputy Minister and senior managers define the first-ever Mission Statement for Communications Canada.

The Deputy Minister is seriously committed to the idea and sees the Mission Statement exercise as "the cornerstone of Communications Canada's corporate renewal, which will be carried to its successful conclusion through effective team work and respect for human values."

"This is one of the most fascinating and exciting exercises I've seen in any government department," says Alain Desfossés, who, as Director General of Strategy and Plans, has been coordinating the project. The Deputy Minister has asked that the Mission Statement be ready for discussion by all employees later this spring.

"To meet this deadline," Desfossés says, "we brought together working groups of some of the best and brightest minds in the Department, people with incredibly different jobs and interests, from district managers and researchers to policy people and program managers. Each of them had a different view of what the Department is all about, who our clients are, how we fit in with other government departments, and what our priorities should be."

The challenge posed to these men and women was to find words that would describe the role of the Department in a way that could be shared by every employee, from a research technician at the Communications Research Centre to a secretary in the Cultural Initiatives Program. "The goal set by the Deputy Minister was to arrive at a Mission Statement in which every employee could feel a sense of pride and purpose, to help us all understand what we're about as a department. Even more important, we had to find a definition that takes account not just of the way we operate today, but of the changing environment of the future. We had to look at new technologies, cultural and economic trends, the particular considerations given to our clients in the Canada-USA Trade Agreement, changing lifestyles and the new philosophies of government and management."

Given the diversity of Communications Canada's activities, the participants appreciated the opportunity of learning more about each other, says Desfossés. Through the Mission Statement exercise, employees also gained

a much better appreciation of evolving policy streams affecting the Department, and their operations in particular.

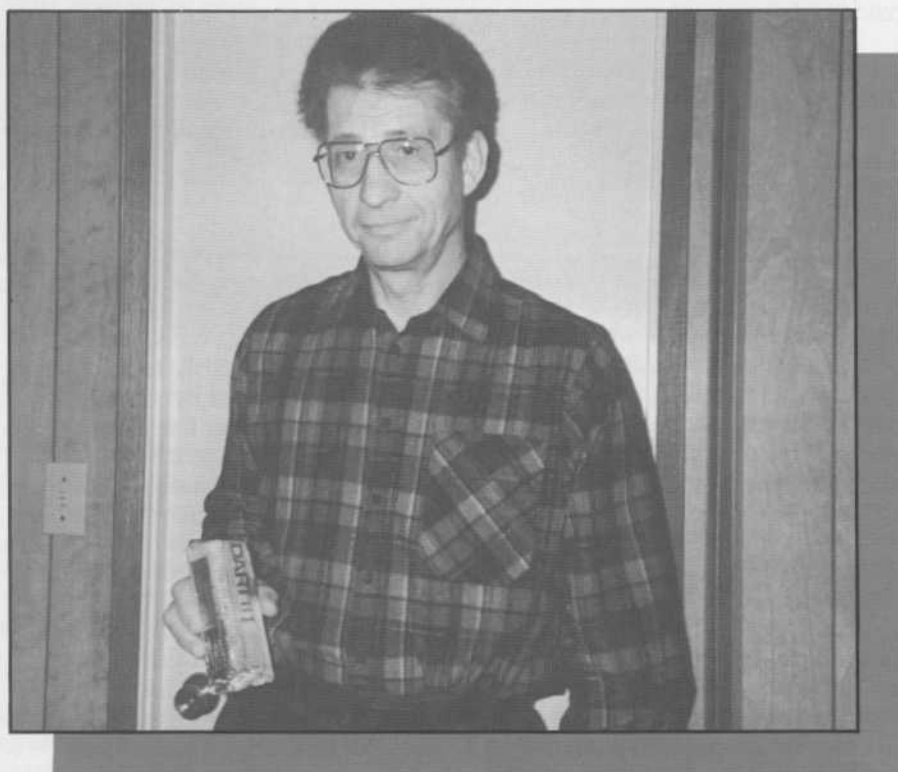
"Like the working groups, the ADMs appreciated this exercise as a unique opportunity to situate their respective roles and responsibilities in the broader context of the overall, evolving departmental mandate.

"The DM and the ADMs began by reviewing and supporting the various elements the working groups wanted to see reflected in the Mission Statement. They then turned to debating the major challenges the Department will face over the next several years. On the basis of their collective experience and leadership, they injected a significant strategic dimension to the whole exercise," says Desfossés.

With respect to the operating principles, the fact that an important number of employees are involved in their validation is evidence of the department's seriousness in addressing human values. When they are finalized, the Mission Statement and operating principles will be published in *Communications Express* and will be discussed among employees throughout the Department in a series of meetings later this spring.

Starting in late May, there will be a series of one-day briefings and discussions with about 850 employees and managers from all areas of the Department. Managers will review and explain the Mission and how it links the sectors together with a common goal to strengthen Canada through our two major areas of responsibility: communications and culture. This process will also give the employees an opportunity to validate the proposed operating principles which deal with our commitment to serve the Canadian public through effective team work. Following this consultation process, the planners will make adjustments to the operating principles to reflect the consensus of views expressed by participating employees.

Employees will see changes resulting from the Mission later this year. It will establish and provide direction to the overall orientation for the department's operational and strategic planning activity, and will have a major influence on the future priorities that senior management will set at the annual Strategic Planning Session in August. The human values incorporated in the operating principles will become part of the department's ongoing management practice, and will include provisions to monitor their implementation, and hold management responsible.



Mike Nawrocki displays the charred remains of the ELT found in the garbage dump at Sioux Lookout. This certainly was a long day for Mike, we hope it wasn't a typical day.



People and Places

Minister's Office

- **Yvonne Van Dinther**, formerly Special Assistant – Constituency, in the Minister's Office of the House of Commons, has left to pursue other interests in the private sector.
- **Mary Trafford**, Special Assistant – Correspondence and Scheduling, has resigned her position to join Correctional Services Canada.

SADM

- **Landon Stewart**, Writer-Editor in the Public Affairs Division of DGIS, has left the Department to join the Office of the Superintendent of Financial Institutions.
- **Alain-Bernard Marchand** recently joined the Public Affairs Division of DGIS as a Writer-Editor. He was formerly with Energy, Mines and Resources Canada.
- **Jean Gilbert**, Writer-Editor in the Public Affairs Division of DGIS, and **Michel Gigault**, Policy Advisor in the International Cultural Affairs Division of DGIR, have been confirmed in their positions.
- **John Sifton**, Senior Policy Advisor in DGSP, has left the public service to pursue his career as a writer.
- **Elaine Hayes** is the new Secretary to DGSP. She was formerly with the Broadcasting Policy Division of DGBP.

ADMAC

- **Denis Langlois** is on a CAP assignment for a two-year period as a Planning Officer in the Policy Planning, Research and Special Projects Division of DGAP. Denis was previously the Chief, Human Resources Planning in DGHR.
- **Guillaume Bissonnette**, formerly Director, Publishing and Periodicals Policy and Programs, has left the Department to join the Office of the Privy Council.
- **Keith Kelly**, Senior Arts Policy Advisor in the Arts Policy Division of DGAP, accepted a position at External Affairs.
- **Barbara Wheelock**, Policy Analyst in the Broadcasting Policy Division of DGBP, has resigned to join private industry.
- **Brian Collins** and **Terry Burborough**, both from the Mobile Exhibits Programme of DGMH, have left the Department to pursue other interests.
- **Della Dupuis** has accepted a position as Clerical Assistant in the ADMAC Sector Management Division. Della was formerly working with the Mobile Exhibits Programme of DGMH.
- **André Rousseau** has joined the Publishing and Periodicals Policy and Programs Division of DGBP as Assistant Manager for the Book Publishing Industry Development Program. He was previously with the Secretary of State.
- **Judy Wilkinson** was confirmed in the position of Administrative Assistant in the ADMAC's Office.

- The following term employees have been confirmed in their positions:

Museum Assistance Program – DGMH

Anita Rush
Keith Wickers
Lubica Aczel
Monique Alby

Sectorial Correspondence Unit

Shirley Roy

Film Video and Sound Recording Policy and Programs Division

Lise Gauthier

- The following employees have won competitions as Policy Analysts:

Film Video and Sound Recording Policy and Programs Division

René Bouchard
Alan Clarke

Broadcasting Policy Division

Pietro Sicuro
Philip Cheesman
Denis Catafard

- **Rhonda Ferderber**, previously with the Museums Policy Working Group, has left the Department to join Status of Women Canada.
- (Erratum) **Shirley Mackenzie** was appointed Program Officer with the Cultural Initiatives Program under DGAP. She was formerly acting Executive Assistant to DGMH.
- **Brian Paynter**, Computer Systems Programmer in the Canadian Heritage Information Network Division of DGMH, has accepted a position with Transport Canada.

ADMTT

- **Otilia Wong** has been appointed Standards Policy Officer in the Network Policy and Standards Management Division of DGTP. Otilia was previously on secondment in the same branch.
- **Pierre Riopel**, formerly from Revenue Canada – Customs and Excise, is the new Industry Analyst in the Information Industries and Economics Development Division of DGIE.
- **Debbie Kemp** has been confirmed in her position as Administrative Clerk in the Systems Interconnection Research Division of DGBT.
- **Robert Leafloor**, formerly with the Systems Interconnection Research Division, has transferred to CRC as Manager, Integrated Systems in the Systems and Networks Research Division of DGBT.
- **Sylvie Besette** is the new Interconnection Analyst in the Integrated Systems Division of DGRI. Sylvie was previously on an exchange program at CWARC.

- **Alexandre Vasilescu**, previously with Environment Canada, has been appointed to the position of Senior Analyst, Unit A, in the Integrated Systems Division of DGRI.

- **Henry Ober** has accepted the position of National Data Systems Analyst in the Telecommunications Systems Management Division of DGGT. He was previously with the Telecommunications Planning and Co-ordination Division of DGGT.

- **Raj Singal** has accepted the position of Research Scientist, Structural Dynamics in DGSTA. Prior to his appointment, Raj was on a Post-Doctoral Fellowship assignment in the same branch.

- **Michael Davidson**, formerly with private industry, joined GTA as a Technology Applications Officer in the Telecommunications Planning and Co-ordination Division.

- Two employees have joined the National Capital Region Office of GTA. They are **Peter Lloyd**, Telecommunications Consultant, who was previously with the private sector; and **Rhodena Guérette**, Project Manager, Data Services, who was formerly with Canada Post.

- **Valek Szwarz**, previously working with the Ontario Centre for Microelectronics, is the new Project Leader, Digital Components and Sub-systems in DGCD.

- **John Moody** has accepted a position with Health and Welfare Canada. He was a Telecommunications Engineer in the Development and Engineering Division of DGGT.

- Four employees of the Satellite Communications Division of DGRC have left to join the Department of National Defence. They are: **Robert Keightley** and **Doug Lambert**, both engineers; **Bill Hindson**, Research Scientist; and **Allen McEwen**, Technologist.

- **Richard Simpson** has been confirmed in the position of Director, Industry, Structure and Service in DGTP.

- **Allister Pedersen**, formerly from the Ontario Region, is on a three-year secondment with DGCA.

ADMCM

- **Jean Charbonneau** is the new Informatics Security Officer in the Security and Communications Support Services. Formerly, Jean was with Supply and Services Canada.
- **Glen McLeod** is the new Chief, Materiel Management in DGAT at CRC. He was formerly with the Department of National Defence.
- **Phil Forand**, formerly from Supply and Services Canada, has accepted the position of Head, Procurement Services in DGAT at CRC.
- **Christine Ward** has been appointed Procurement Officer in the Materiel Management Services of DGAT at CRC. She was previously with the Department of Finance.
- **Earl Allen** was confirmed in his position as Index and Systems Clerk in Document Services in DGAT.

- **Linda Quirouette** was also confirmed in her position. She works as an Accounts Payable Clerk in the Accounting Operations and Policy Division of DGMH.

- **Sylvie Lalande** and **Nancy White** were confirmed in their positions as Data Processing Operators in Materiel Management Services of DGAT at CRC.

- **Jill Weitzel** has been confirmed in her position as Accommodation Facilities Clerk in DGAT at CRC.

- **Danielle Larouche** was confirmed in her position as Word Processing Operator in the Materiel Management Services of DGAT.

- **Ginette Bergeron**, formerly Director, Financial Services – Minister's Portfolio, has left the Department to join the Secretary of State. **Marie-Lourdes Elie**, Secretary to the Director, has also left to join Canada Post.

- **Maira Law** has been appointed to the position of Senior Analyst in the Management Practices Division. Since this appointment, she accepted a CAP assignment, for a one-year period, to assume **Suzanne Mauviel's** former responsibilities as Director, Human Resources Planning and Development in DGHR.

- **Louise Dorey**, formerly the Employment Equity Co-ordinator in DGHR, was seconded for six months in DAP as Sector Personnel Advisor for ADMSM.

- **Jacqueline Chénier**, formerly Personnel Assistant for the ADMAC sector, has left DGHR to join the Department of Regional Industrial Expansion.

- **Randy Trevethan**, Carpenter in the Shops and Trades Services of DGAT at CRC, has left the Department to pursue other interests in private industry.

ADMMSM

- **Achyuta Prabhu** is the new Director, Spectrum Technology Transfer and Support, in the Engineering Division of DGEP. He was previously working in the Automated Spectrum Management Systems Division of the same branch.
- **May Morpaw** has been confirmed in her position as Senior Advisor, Communication and Culture Co-ordination in DAP. Prior to her acting appointment in this sector, May was working in the Communication Policy and Liaison – Ontario and West Division of DGFP.
- **Kwai Lum** was promoted to Head, Radio Equipment Standards in the Spectrum Engineering Division of DGEP. He was previously with the Space Systems Section of the same division.
- **Magella Bouchard** was promoted to the position of Spectrum Engineer in the Spectrum Engineering Division of DGEP. Magella was previously working in the Broadcast Engineering Planning and Standards Division of DGBR.
- **Danielle Champagne** was appointed Word Processor in the Publications Unit of the Spectrum Management Operations Division of DGRR.

Atlantic Region

- **Shelly Furze**, formerly with Supply and Services Canada, has joined the Department as Data Conversion Operator in the Regional Office.
- **Maureen Primeau** is the new Operations Clerk in the Halifax District Office. Maureen was previously with Health and Welfare Canada.

Quebec Region

- **Jean Thompson** and **Fernando Mendes** recently joined the Montreal District Office as Radio Inspector Trainees.
- **Roger Adm**, Microwave Engineer in the Regional Office, has resigned to pursue other career aspirations.
- **Robert Delorme** was promoted within the Montreal District Office to the position of Inspections Specialist.
- **Michel Castonguay**, previously with Montreal District Office, is the new Supervisor of the St-Rémi Control Centre.

Ontario Region

- **Jack Gavigan** is the new Communications Technologist in Spectrum Control at the Regional Office. He was previously a Safety and Special Services Technologist in Spectrum Authorization.
- **Emma Ferracane** has been appointed Technical Clerk in the Toronto District Office. Formerly, Emma was a Telecommunications Services Clerk in GTA.
- **Laurent Côté**, a Radio Inspector in the Toronto District Office, has left the Department to join the private sector.
- **Susan Curry**, formerly a Financial Analyst in the Regional Office, has transferred to Customs and Excise Canada.
- **Denise Downey** resigned her position as Authorization and Administrative Support Supervisor in the Belleville District Office to join the Ontario Government.
- **Rosemary Field**, formerly Administrative Support Supervisor in Finance, Administration and EDP, has accepted a position with Public Works Canada.
- **Robert Dewar**, Administrative Support Supervisor in the Sault Ste. Marie District Office, has left the Department to join Indian and Northern Affairs.
- **Mazlin Darsi** joined the Ontario Region as Intermediate Communications and Culture Development Officer. She was previously with Employment and Immigration Canada.
- **Michael Keefe**, formerly from the private sector, has accepted the position of Communications and Culture Development Officer in the Ontario Region.

- **Line Perron** recently joined the Ottawa District Office as a Radio Inspector Trainee. Line worked formerly at the Clyde Avenue Laboratory.
- **Cathy Murray** is the new Administrative Support Supervisor in Finance, Administration and EDP. She was formerly a Financial Clerk in the same area.
- **Dan O'Connell**, a Communications Technologist in Spectrum Control, is the new Engineering Technologist in the Ontario Regional Office.

Central Region

- **Louise Dureault** is the new Administrative Assistant to the Director General, Central Region. Louise was previously with the Secretary of State.
- **Donald Ringuette** has been confirmed in the position of Operations Clerk in the Edmonton District Office.
- **John Szykoluk** has resigned his position to join the private sector. He was previously a Radio Inspector in the Winnipeg District Office.
- **Katherine McGavin**, formerly from the Department of Regional Industrial Expansion, is the new Director, Communications and Culture, in the Regional Office.
- **Al Leblanc**, formerly from the Secretary of State, is the new Regional Personnel Manager. He replaces Alden Slawson who retired recently.

Pacific Region

- **Stan Miller** is now a full-fledged Radio Inspector at the Surrey site of the Vancouver District Office.
- **Brian Wolanski** was promoted to the position of Administrative Service Officer in the Regional Office. He was formerly with Environment Canada.
- **George Green**, formerly Radio Inspector in the Prince Rupert District Office, was transferred to the Surrey site of the Vancouver District Office.
- **Shila Asnani** and **Eric Goh** have left the Department to join Public Works Canada. They were both Computer Programmers in the Engineering and EDP Section of the Pacific Regional Office.
- **Gwen Adamson**, formerly a Materiel Management Clerk, has been appointed within the same section to the position of Supervisor, Central Records.
- **Pat Blue** is the new Materiel Management Clerk. She was formerly the Senior Registry Clerk in the Administration Section of the Regional Office.

Retirements

- **Don Staryk**, a Standards Officer in the Spectrum Control Section of the Pacific Regional Office, has retired after 35 years of public service.
- **Richard Butler**, Manager, Military Communications Technology in DGRC, has retired after 19 years of service.



Ronald Barrington, formerly Director General, Communications Technologies Research in ADMTT (left), is shown here accepting his retirement certificate after 30 years of service, from **Jacques Lyrette**, Executive Director of Research in Laval. Dr. Barrington was the originator of the SHARP concept; the Stationary High Altitude Relay Platform that is the world's first microwave-powered aircraft capable of uninterrupted flight.

- **Al Gagnon**, Senior Radar Electronics Technologist in DGRC, retired after 36 years of public service.
- **Robert Leonard**, Applied Mechanics Technician in DGSTA, retired after 38 years of service.



Patricia Lambert, (right) formerly Head of the DGIR Information Centre, seen here receiving her retirement certificate after 32 years of service, from **Gaby Warren**, Director General, International Relations.

- **Allan Daly**, Laborer in the Shops and Trades Services of DGAT at CRC, retired after more than 19 years with the public service.
- **Charlie Speppey**, Head, Design Services in the Prototype Development Services of DGAT at CRC, retired after 37 years of service.



Merrill Bruce (left), Shift Engineer in the Central Heating Plant of DGAT at CRC, is seen here accepting his retirement certificate from **Joe McKinnon**, CRC Plant Engineering, after 32 years of service.

- **Pat Brown**, Head, U.S. Systems Evaluation in DGRR, retired after 25 years of service.
- **Ronald McCullagh**, formerly Director, Technical Marketing Operations in DGIE, retired after 36 years of public service.
- **Hermance Melanson**, Personnel Generalist in the Moncton Regional Office, retired after 43 years of service, 16 of which she spent with Communications Canada.
- **Donald MacDonald**, Radio Inspector in the St. John District Office, retired after 32 years of service.



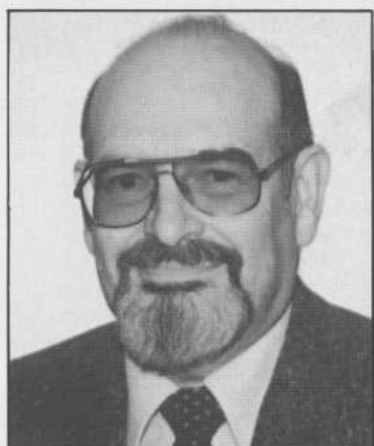
Cliff Larsen (left), Electrical Designer and Estimator in the Plant Engineering Services of DGAT at CRC, retired recently after 27 years of service. Presenting him with his certificate is **Joe McKinnon**, CRC Plant Engineering.



Alden Slawson, formerly Regional Personnel Manager in the Central Region, retired after 25 years of service.

Long-service Awards

- 35 years — **Harry Tucker**, Supervisor, Point-to-Point Services, Central Regional Office in ADMSM
- 35 years — **Deborah Richard**, Administrative Support Supervisor, London District Office in ADMSM.
- 35 years — **Jacques Marchand**, Microwave Specialist in the Montreal Regional Office in ADMSM.



We regret to announce the death of **Norman Weese**, formerly District Manager for Ontario North.

Norman began his career with the government in 1953 at the Department of Transport and joined our Department when sections of Transport joined Communications Canada in 1969. He will be best remembered as the architect of the sub-office concept.

He is survived by his wife, Shirley, and his three children, Vincent, Leslie and Catherine, to whom we offer our sincere condolences.