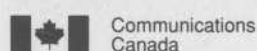


# COMMUNICATIONS

December 1988



COMMUNICATIONS CANADA

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Express

Canada



Decking the halls. Emery Hotte, a Department security guard, gets his guard station ready for the Christmas season. See "Security Santa Claus," page 4.

## Department earns a piece of the sky

by Liz Edwards

A Department-led team of experts helped ensure Canada's access to the important geostationary orbit (GSO) at an international space conference.

The team participated in the six-week International Telecommunication Union (ITU) conference in Geneva, Switzerland, August 29 to October 6. Delegates from around the world negotiated an agreement guaranteeing all ITU member countries access to the GSO — the orbit used by most satellites.

Satellites using this orbit are located approximately 37,000 kilometres above the equator. Because they revolve at the same speed as the earth rotates, they remain in a fixed position over a specific geographic location. Domestic geostationary-satellites,

such as the Anik C and D series operated by Telesat Canada are used to relay telephone, data, and TV signals from one part of the country to another.

"Canada had important goals for this conference," says Janis Doran, a policy analyst with DGIR who was a member of the delegation, "and we were completely successful in achieving them. We now can meet our communications needs into the twenty-first century."

The ITU, the United Nations agency responsible for the international regulation of satellites, held an initial conference in 1985 to determine a set of guidelines and principles that would give fair access to a rapidly filling orbit.

"Until then, access to the orbit was entirely based on a 'first-come first-served' basis,"

says Doran. "Developing countries were concerned that by the time they were ready to launch their own domestic satellites, access to the GSO might be difficult."

Delegates at the 1988 conference agreed on two methods to implement the principles agreed to in 1985. One method is an allotment plan to determine where future satellites using specific radio bands or frequencies will be placed. The other method adopts regulations for existing and future satellites using conventional bands in a defined range of frequencies.

Fifteen delegates of the 23-member Canadian group were Department employees. Headed by Gaby Warren, the Director General of the International

**Sky**  
continued on page 2

## Senator Murray named Acting Minister

As *Communications Express* went to press, the Prime Minister announced that the Honourable Lowell Murray would be the Acting Minister of Communications.

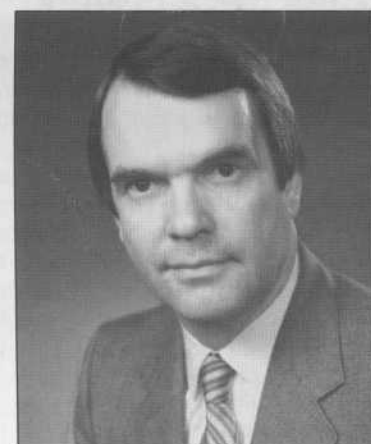
Summoned to the Senate in 1979, Senator Murray was Co-chairman of the Joint Senate-House of Commons Committee on Official Languages from 1980 to 1984.

From 1984 until 1986, he was Chairman of the Standing Senate Committee on Banking, Trade and Commerce. During the same period, he was a

member of the Board of Trustees of the Institute for Research on Public Policy. He was the Minister Responsible for the Atlantic Canada Opportunities Agency from June 1987 to September 1988.

On June 30, 1986, Senator Murray was sworn in as a member of the Privy Council and was appointed Leader of the Government in the Senate and Minister of State (Federal-Provincial Relations).

Senator Murray, a native of Nova Scotia, is married and the father of two sons.



Senator Lowell Murray

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## Wallets, cheques recovered

# Employees catch thief in action

by Amy Heron

A thief who stole wallets and several pay cheques from Headquarters' offices was caught thanks to the combined efforts of two Departmental employees, a commissionaire and a member of the cleaning staff.

Raymonde Smith from the Heritage Policy and Programs Division of DGMH noticed a stranger reaching under a fifth-floor desk on September 28. When Smith questioned him, he began to run. Fellow employee David Walden called the emergency security number to alert lobby commissionaires.

The man left the fifth floor by a stairwell, sounding a fire-door alarm.

Just missing the man as he ran through the lobby,

Commissionaire Jean Aubry called to Serge Lapointe, a cleaner, to keep up the chase.

Lapointe caught the man one block away and held him until police arrived. Several government pay cheques, wallets and other valuables were seized by police.

David Walden says the new phone stickers listing the emergency telephone number saved considerable time. "I didn't have to think about the emergency number, or look it up. It was right there in front of my face."

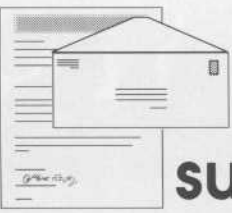
At a brief ceremony, Smith, Walden, Aubry and Lapointe were given letters of appreciation by Assistant Deputy Minister Michael Binder, who thanked them for their efforts.



They always get their man! From left to right, David Walden and Raymonde Smith of the Heritage Policy and Programs Division of DGMH, Commissionaire Jean Aubry and Serge Lapointe, formerly a cleaner, now employed with the copy store in the lobby of Headquarters, are seen with their letters of appreciation.

## Season's greetings





## From the suggestion box...

### Mission Momento

A poster should be made of the chart used at the Mission Statement exercises. Its title was Communications and Culture: Convergence and Nation Building and it included the historical development of the Arts, Telecommunications, Publishing, etc.

The Department is looking into producing the Mission chart as a poster for all its employees as part of the 20th Anniversary Program. But first, structural improvements will be made to the chart based on comments from Department Sectors.

### Department Hang-ups

Would it be possible to provide every employee with a frameable 8 1/2" by 11" statement titled "Our Mission" to hang in their offices?

This is an excellent idea. We'll explore it further and get back to you.

### A good sign

Eliminate the Sign-in Book.

All guests must register when entering or leaving the building so Commissionaires can determine that visitors have legitimate business on departmental property. The Department believes the security of people and assets at Headquarters is more important than the few minutes it takes to sign in and out. We are looking at ways to improve the sign-in process. More about this later.

### Power shortage

We want some power.

Are we talking about people power, computer power or electrical power?

### Cool place to work

I'm tired of wearing my coat until 10 a.m. on Monday mornings. Why not turn on the Headquarter's heating and cooling system on Sunday instead of Monday morning?

The HQ system is now turned on at 2 a.m. Monday morning during the winter and at midnight during the summer. We have verified that this brings temperature and humidity to a comfortable and stabilized zone before 8 a.m. Monday.

The cost of providing additional service is \$425 per hour. On occasion, in some interior offices where air circulation is not as effective, the solution is not longer service, but an adjustment of valves and louvres in the area. In such a case, call Accommodation Services at 990-1902. By the way, we also monitor the quality of air in the building.

### Copy Right

Could a new photocopier be installed on the 15th floor of Headquarters?

Employees on the 15th floor will be happy to hear that their photocopier has been repaired. The machine's color and general functioning problems were caused by a transparency which was inserted the wrong way. The machine is now in good working condition and is inspected by a repairman every morning.

### Government Greetings

Could the Department get corporate Christmas cards with the Canadian government logo and a communications theme to be sent to Canadian industry and our international contacts?

We appreciate the idea, but unfortunately the answer is no. In 1957, Treasury Board made a ruling (Circular 1957-23) that greeting cards and envelopes could not be supplied to either public officials or members of the government at public expense.

### Easy Money

There is a lot of paperwork required for the early release of pay cheques. Could the procedure be simplified?

Reduce the paperwork? Gladly. Employees who won't be around to collect their cheque in person now need only write a short memo, signed by their supervisor, and give it to their pay clerk a few days in advance. No photocopies of leave or travel authority are required.



Canada will have no trouble meeting its communication needs in the twenty-first century, thanks to the efforts of the Canadian delegation at the International Telecommunication Union (ITU) conference in Geneva, Switzerland. Members of the delegation included: front row (left to right) Vishnu Sahay (DGEP), Monique DuCharme (assistant to the delegation), Veena Rawat (DGEP), Janis Doran (DGIR), Gaby Warren (DGIR), Bahman Azarbar (Telesat), Irena Streibl (DGIE), Ken Lam (Telecom Canada), Ron Amero (DGRR), Wayne Longman (DGTP) and Ali Shoamanesh (Telesat). Back row (left to right) are: John Chang (DGEP), Karl Hamtak (Teleglobe), Don McKay (DGRR), Bruce Gracie (DGIR), Brian Mitani (Teleglobe), Ralph Zeitoun (DGBR), Rob Gordon (ADMSM), Ed DuCharme (DGRR), Art Carew (DGRR), Piers Stainforth (External Affairs) and Bob Bowen (DGTP). Missing from the photo are: Gérald Chouinard (DGBT), François Conway (CBC), Ram Jakhu (McGill University), Alex Sophianopoulos (Telecom Canada) and Don Weese (Telesat).

### Sky

continued from page 1

Relations Branch, the Delegation was composed of specialists from DGIR, DGRR, DGEP, DGTP, DGIE and DGBR. Other members were private-sector specialists from Telesat, Telecom Canada, Teleglobe and the CBC.

"Canadians were involved in every aspect of this conference," says Doran. "We played a very

strong role in creating a system that guarantees fair access to the GSO and — while protecting our national interests — in ensuring a successful conclusion for the conference."

Under the terms of the allotment plan, at least one orbital position is reserved for each of the 166 ITU member countries. It also gives each country the required radio frequencies for a national satellite for domestic communications services such as television and radio.

To achieve Canada's national coverage, three orbit positions were identified for Canada in the allotment plan. They will complement the four conventional frequency band space locations reserved for Canada under the recently signed Canada-United States-Mexico trilateral orbit arrangement.

In addition, Canada secured a fourth satellite position intended for MSAT, to be launched in late 1992.

## What's Happening

- |   |   |
|---|---|
| <b>January 2</b> — Opening of the "Far Side of Science" Exhibition at the National Museum of Natural Sciences, Ottawa | <b>Boat Show, Quebec City</b>   |
| <b>January 16-22</b> — View Festival '89 — A Celebration of Women in the Performing Arts, Vancouver                   | <b>February 3-12</b> — Montreal International Nautical Show, Montreal         |
| <b>January 25-29</b> — The Quebec   | <b>February 25</b> — 15th Annual Alberta Film and Television Awards, Edmonton |
|   | <b>February 17-20</b> — Frostbite Music Festival, Whitehorse                  |

## you asked us

**Q:** I have a report that needs to be translated. Where should I send it?

**A:** Send two photocopies of any text (French or English) that needs to be translated to Nicole Quintal or Anne Egan at the Official Languages Division (DLO), Room 1540. Along with your text, send a completed Request for Translation form and any reference materials you have in both languages. Employees in the regions should contact the regional translation service of the Secretary of State.

Generally, you should plan for translation to take approximately 50 to 75 per cent of the time it took to produce the original document. This can vary with the complexity of the text and the other demands on translation services (which, as you can imagine, are considerable), but it's a good "rule of thumb."

For large projects, book ahead. Get in touch with Nicole at 990-4566, Anne at 990-4562 or your regional translation service as soon as you know you will need it to be translated. Together you can work out in advance an effective plan that will help to speed your manuscript on its way.

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# Planning essential for appraisals

by Liz Edwards

For some employees, a supervisor's appraisal can be a shock. But this year's revised Performance Appraisal Guide stresses managers should prepare evaluations so they hold no surprises.

"Evaluations take some time and serious thought," says Moira Law, Director, Human Resources Planning and Development. "They should be done continuously, not just once a year, so problems are dealt with right away instead of months later during the formal evaluation period."

Law suggests managers should often informally discuss performance with their employees. Managers should also seriously think about their evaluation criteria and methods.

"Appraisals tell employees how well they are doing and give them a chance to discuss any concerns. If there are any gaps in an employee's performance, both parties can decide why and discuss them," says Law.

Claude Morin, Chief of Training and Development, says managers will have to consult the Appraisal Guide when preparing

for an assessment. This year's Guide is done in a question-and-answer format.

"The Guide consists of 15 questions most often raised by supervisors," says Morin. "We've always had a Guide, but this year it relates more directly to the needs expressed by supervisors over the last year." The Guide will be distributed to all supervisors, and employees may consult it if they wish.

The appraisal process and Guide reflect the Department's Mission Statement, which emphasizes the importance of staff communication.

Formal evaluations will be prepared in January to cover the preceding calendar year. This change from March to January was made to fit better with other planning processes in the Department.

Moira Law says appraisals are a two-way process. Employees should constantly assess their own performance.

"Employees must think about what they would like to be doing in five years and gear their talents towards that," says Law. "A manager usually has a pretty good idea about what direction an employee is headed. However a

manager shouldn't always be the one to come up with ideas, suggestions or complaints."

"It's important that evaluations are accurate reflections of an employee's performance," says Law. "Evaluations are also used for staffing future positions."

Employees can direct any questions about appraisals to the Human Resources Planning and Development Division (DPR). As well, they can contact their Sector Co-ordinators or Regional Personnel Managers.

Somewhere in the Atlantic...

## Radio inspector battles the elements

by Tom Grant

For *Radio Inspectors at the St. John's, Newfoundland District Office*, helicopter flights and ocean voyages are as normal as riding on a crowded bus to the office. But Tom Grant recounts a not-so-typical day last June when he paid a call to Sedco 710, a drilling rig located 320 kilometres off the coast of Newfoundland. — Editor.

Wednesday, June 22

7 a.m. — At the airport for the usual weigh-in, signing of forms and luggage search. The search for drugs and alcohol doesn't bother me (at least they don't have dogs this time). But it's good to know none of the rig crew is high as a kite!

11 a.m. — Still at the airport. The weather conditions at the rig are unsuitable for landing. More TV and more coffee.

4 p.m. — Finally we're told to suit up. Survival gear on, we are shown a 15-minute video on what to do if the helicopter plunges into the ocean. Not your typical scene when boarding Air Canada for a flight to the Canary Islands.

4.30 p.m. — In flight. No

stewardesses and fine wine; just the pilot telling us what to do in case he has to ditch the aircraft in the Atlantic. The trick, we are told, is getting out the life raft — provided the helicopter is still upright and the door can be opened. That's reassuring.

6 p.m. — Arrival Sedco 710. What a relief! The first thing to do, however, when arriving on an oil rig is to learn how to get off in an emergency.

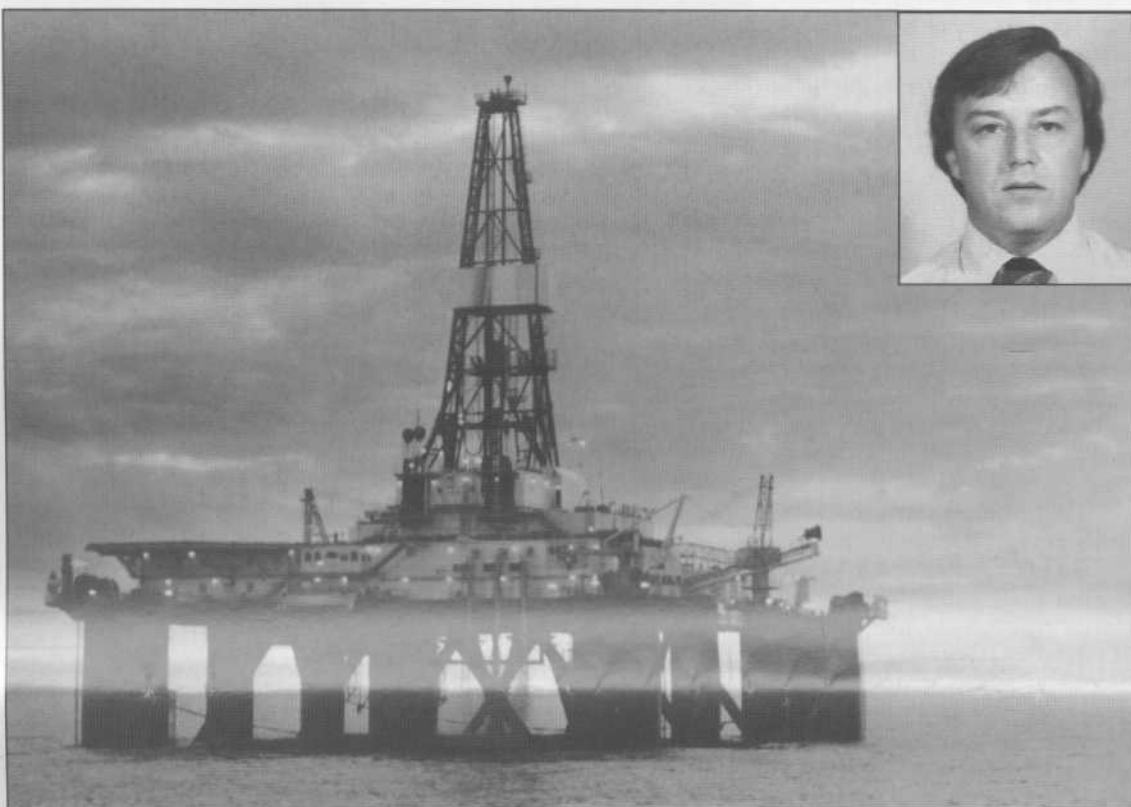
11.30 p.m. — My inspection complete, I discover the chances of getting back to dry land by helicopter tomorrow are slim. Only two flights have gone in the previous two weeks and rig crew members always get first dibs on seats.

Thursday, June 23

5 a.m. — The weather forecast is not good. If a flight doesn't come, I'm told there won't be another until next Tuesday.

10 a.m. — The helicopter didn't come. Instead a ship is being sent from St. John's. Guess we're taking the long way home.

11.30 p.m. — Getting to the ship isn't easy. It's like loading cargo,



Sedco 706, looks peaceful perched above the calm Atlantic waters. Tom Grant, inset, faced a less inviting sight when he paid a call to Sedco 710 last June.

but they call it the personnel basket. It's not an ideal way to travel, especially in fog, high winds and heavy seas. But it's the only way to get from the rig to the ship. You're standing on a metal ring, luggage at your feet, holding on to rope netting and a crane lifts the basket, like a big onion bag, from the rig to the ship — about 22 metres. Apart from getting wet feet when landing and someone being sick, we made it without incident.

Friday, June 24

3 a.m. — Trying to sleep in the ship's dining room. There weren't any bunks left by the time I came on board. Weather conditions are getting worse. The seaman on duty comes in to tell us the vessel has slowed down because of sea conditions. We'll be arriving in St. John's three hours later than scheduled. Great. We're all feeling queasy as it is. The trips to the washroom are more frequent.

The rescue boat secured to the deck of the ship broke loose and everything on the ship capable of moving ended up on the floor. One crewman said the last thing to hit him on the head was the Bible.

1 p.m. — Weather improving.

3:30 p.m. — The ship arrives in St. John's harbour. Home at last! A desk job with the Department never looked so good.



The earth moved at Chicoutimi — This was the Chicoutimi District Office after an unexpected visitor came through on Friday, November 25. Above: the storeroom. Lucky that it's not the same with their clients!

## Technical innovations improve videoconferencing

by Jill-Marie Burke

Departmental employees can now participate in a videoconference without leaving their offices through the use of "audio bridging."

This new feature makes it possible for employees to be connected to videoconference meetings via telephone lines. Up to 30 different locations can be accommodated.

"If an employee in Yellowknife doesn't have access to videoconferencing facilities but needs to be included in the meeting, audio bridge can make that person an active participant," says Denis Pagé, Head of

Telecommunications Services. "They can't see or be seen by other members, of course, but the discussion carries on as usual."

A further improvement planned for mid-1989 is a system called Multi-point.

Multi-point will make it possible for employees in up to eight other locations with videoconferencing facilities to participate simultaneously in a videoconference. Only one person will be seen at a time, but each station will see the speaker; other participants will not be seen until they begin to speak. The system has an appropriate delay to prevent the video from switching when more than one

individual speaks. Currently, video conferences can only be held with one other location.

"This technology is an asset to the Department," says Richard Desmarais, Director of Facilities Management. "It is often more practical to hold a videoconference than it is to send three or more employees across North America or Europe. Videoconferences can save travel time, money and energy."

Pagé hopes employees will discover that meetings are not the only use for the videoconference equipment. "For instance, the facility could be used to conduct personnel interviews, or to provide interactive training," says Pagé.

## Better results in a snap

If your pictures are worth less than a thousand words, take heart. John Brebner, Senior Scientific Photographer at the Communications Research Centre, has some tips to help take the mystery out of taking good photographs.

Brebner says the two biggest mistakes people make are not getting close enough to their subject and not taking enough shots.

"If you are at a conference, an overall photo of the scene isn't going to be particularly interesting. Try moving closer to get a tight view of one or two people actually doing something," Brebner suggests.

"Don't be afraid to move your subjects closer together," he recommends. "If you're photographing two people working on a project, ask them to lean toward each other."

Brebner believes most people don't use enough film. "When people take pictures, especially of groups, they'll take only one shot. If you're photographing two or three people in a group, someone is bound to have their eyes closed, or be looking down or off to the side."

Backgrounds can also cause problems, Brebner notes. "When photographers don't look behind their subjects, you get classic photographs like the one of Uncle George with a telephone pole sticking out of his head."

If a plain background is not available, Brebner recommends opening up the lens as much as possible to throw the background out of focus.

Brebner also offers advice on the use of a flash. "For indoor and outdoor shots, I think you have to use a flash to fill in the



John Brebner catches himself on film. Although he's shown here with many fancy gadgets, he says you can take great pictures using a lot less.

shadows on the face, even if you are using a fast film. The flash helps to lighten up the eyes and at the same time makes them sparkle."

Owners of small cameras may wonder why the subjects in their pictures sometimes have red eyes. This usually occurs when the photograph is taken in a very dark room and the camera's flash is located close to

the lens. The subjects' pupils are open and when they face the camera, the flash reflects off the blood vessels in the back of the eye and the eyes appear red.

The solution is to get the flash above the camera, suggests Brebner. If the flash cannot be moved, he recommends the subject look at a bright light for

30 seconds and then look back at the camera. This will cause the pupils to contract, eliminating "red eye."

*Editor's note: We would like to remind readers that we are always looking for photos and captions. Where possible, black and white prints are preferred, but a sharp color print can also be used.*

## Open Forum

by Barbara Bloor



Let's talk money — no, better yet, let's talk about the lack of it.

As government strives to reduce spending, managers are vigorously competing for diminishing resources — desperately fighting to maintain existing programs and services.

It's an emotional issue. There are old jealousies, personal rivalries, and even strong parochial irrationalities. And our branch, Financial Management, is caught in the middle.

We're perceived as the bad guys. No, despite rumours, we don't carry axes. But we are the proverbial messenger. As costs and demand escalate, the real value of budgets is diminishing. We counsel managers, advise senior management and battle with Treasury Board to obtain any increases — sometimes simply to keep the resources we already have. It's a difficult job.

If the war over dollars is tough, person-years are even tougher. With two more years to go in the government's downsizing plan, prospects for relief are dim. But, despite severe person-year slashing, we have not experienced the layoffs felt elsewhere in the public service. That says much for the attitude and ability of senior

management in the Department. After all, transferring people across sectors isn't easy. Try making a cultural policy analyst into a laboratory scientist or a spectrum engineer.

There is a challenge in this resource shortage, though — to make the most out of what we have. It requires a team effort. Perhaps the Mission exercise has helped us to understand how our work is inter-related and how we can better work together towards common goals. It is imperative that we all pull together to manage the limited resources. If we can't identify our spending priorities and negotiate our needs as a team, Treasury Board will arbitrarily make these hard decisions for us.

Sure we all sing the cut-back blues — but let's sing the same tune. If you're lucky enough not to know the words, just hum along.

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

## No pain, just gain, says fitness study

by Jill-Marie Burke

Employees who participate in the Department's fitness program experience fewer health problems than non-participants, a recent departmental study reveals.

The study, commissioned by Human Resources and the Physical Fitness Program, found that participants reported less neck and shoulder pain, fewer backaches and headaches than other employees.

According to the study conducted by the Program Evaluation Branch, 50 per cent of members have a fitness level which benefits their cardiovascular system, versus 27 per cent for non-members.

"Based on these findings, we can conclude exercise improves employees' health," suggests Richard Desmarais, Co-ordinator of the Fitness Program.

Although participants are

more fit, there is no difference in the overall lifestyles of the two groups. When asked about smoking, eating habits and the amount of coffee or tea they drink, both groups gave similar answers.

Exercising is serious business for the 163 Headquarters employees who take advantage of the fitness classes, exercise equipment, universal gym and free weights available in the basement of Journal Tower North.

Seventy-two per cent of members use the space more than twice a week and have done so for over a year.

Results show that a regular workout doesn't interfere with the work schedule. Many members say they take extended lunch hours to exercise, but no difference was found in the total number of hours worked by participants and non-participants in an average day.

Those interested in obtaining a copy of the report may do so by calling Debbie Dunn at 990-4075.

The next session of the Fitness Program commences with registration on January 3, 1989 at 11:30 a.m. in the fitness facility.

## Emery Hotte Security Santa Claus

If you happen to see a Department guard station festooned with Christmas lights, banners and a tree, you've probably come across the work of Emery Hotte.

Hotte, a security guard at the Communications Research Centre, is known for decorating the station for special occasions and holidays.

"I also bring cookies and candies for anyone who comes in," says Hotte, 64. He began the tradition shortly after coming to the Department 13 years ago. He worked as a patrol for the first seven years and now issues passes to visitors.

"I meet a lot of interesting people," he says. "Occasionally I even see some of the people I worked for in the army."

Before Hotte came to the Department, he worked for 33 years in the Transportation Section of the Canadian Armed Forces. From 1964 to 1967, he was stationed in Ottawa as a chauffeur for important visitors to Canada and for the Centennial celebrations.

"It was very interesting," says Hotte. "I chauffeured a lot of VIPs such as the Queen, and Pierre Trudeau."

During his army career, Hotte was able to indulge his love of travel when stationed in countries such as Belgium and Egypt.

Settling down in Ottawa when he retired from the army took some adjustment, he says. "It wasn't hard though. The people I

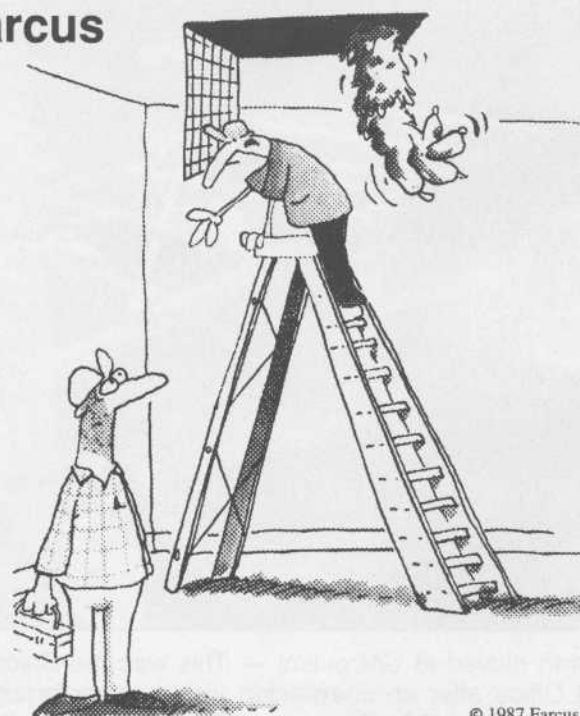
work with at the Department are very nice."

Hotte and his wife, Jean, have taken care of a number of foster children and were awarded a certificate in 1983 by the Governor General of Canada, recognizing their dedication as foster parents.

As well the Hottes still like to travel on weekends and holidays. Hotte also spends his time collecting stamps, coins and Hummel figurines. He started his Hummel collection in 1961 and now has 180 of these porcelain statuettes.

Emery and Jean Hotte plan to tour Canada and the United States in their mobile home after he retires next year.

## Farcus



© 1987 Farcus Cartoons

It makes a kind of a growling sound.

## CSB: registrations up, sales down

Another successful Canada Savings Bonds Campaign has just been completed. According to Richard Desmarais, CSB Campaign Co-ordinator, there was a record 807 registrations with sales of \$1,141,000 this year. This is compared to 784 registrations and sales of \$1,205,900 last year.

The breakdown for the various regions is as follows:

	Registrations	Total Sales
HQ/CRC	510	\$750,900
Atlantic Region	47	63,000
Quebec Region	45	54,400
Ontario Region	59	75,800
Central Region	77	131,300
Pacific Region	55	67,700
CWARC	14	18,000

## United effort benefits charity

Public service employees in Saint John, New Brunswick, raised over \$5,000 for charity at the 1988 United Way Flea Market in September.

Employees donated clothing, books, tools, toys and other items to the sale held at the Lord Beaverbrook Rink. Tables were operated by representatives from 10 federal government departments and agencies located in the Saint John area. All nine members of the Saint John District Office made donations and volunteered their time.

The "dunk tank" and the auction were two of the most popular attractions with the 2,200 people who attended. They had a chance to "dunk" their favourite government employee or a local celebrity in a tank of water. Frank Irvin, Executive Director of the United Way, played auctioneer and accepted bids on new or used items.

Plans are being made to hold the flea market again next year. Department employees in Saint John are reminded to save any extra items for the sale.



Ed Joly, Chief, Systems Design in DSCS (centre) and Glen McLeod, Chief, Materiel Management Services (right) exchange a few words at the ADMCM Special Sector Management Meeting, while Larry Ormsbee, Chief, Security and Safety Operations (left) waits for the events to begin. Various levels of management gathered together at a Meech Lake "think tank" on November 9. Items of discussion included sector accountability and expenditure, the status of the Increased Ministerial Authority and Accountability Project and the results of last year's Human Resources Survey. It was announced at the meeting that the Department of Communications will host the 1989 United Way Campaign for the federal public service. Deputy Minister Alain Gourd will chair the campaign and Assistant Deputy Minister Michael Binder will act as executive organizer. Director of Sector Management and Department Co-ordination, Jean Bélanger, will co-ordinate the campaign.

## It's About Time

Time. The Swiss manufacture it, Italians record it, Americans sell it and the Hindus say it doesn't exist. So, what is time?

If you're like most people, time is something you can never find.

Time management is the ability to get things done. It's accomplishing realistic goals with a sense of achievement.

Take a minute of your time to consider a few tips.

- Make lists. Each day, prepare a list of "things to do."

- Prioritize. Organize your time by identifying urgent tasks.

- Group your tasks. For

example, set aside time each day to make phone calls. Combining simple tasks will help you organize your day better.

- Use a pocket planning diary. The diary provides an excellent overview of the week, including reminders of meetings and important dates. Never leave home without it.

- Set deadlines. Establish realistic targets, but don't forget to enter them in your planning diary.

- Focus on one task at a time. It's the sign of a well-organized individual.

- Avoid long and unnecessary meetings. Stick to the agenda. Try to use the telephone whenever possible.

- Get rid of time-wasters. Only you know who and what can fritter your time away.

- Keep your desk clear and organized. Don't waste your energy searching for information and being distracted by irrelevant material.

- Delegate. If people work for you, let them work for you.

- Review each day. Take a few minutes to see what you accomplished. If things could have been done more efficiently, take note and beware.

So, what is time? If you're an active person, the answer is obvious: Time is a valuable commodity that must be managed well.



In one of his final laps, anchorperson Scott Williams (left) passes off to Geoff Rider (right) at the 253 kilometre mark.

## CCI staff run for the money

Department employees helped raise \$4,600 by running in circles.

Employees of the Canadian Conservation Institute were part of the seventh annual RUN for the ROM, a fund-raising event for the Royal Ontario Museum.

The 24-hour relay race followed a five-kilometre course through downtown Toronto. This year ROM organizers will raise over \$350,000 from pledges made to the 116 teams who participated in the September run.

The Institute team, also known as "Team CCI," finished 16th out of 47 teams in the Corporate Mixed Category, running a total of 296.18 km.

"This was a good year," says team captain John Taylor. "For the first time ever our whole team

finished the run and many of our team members set personal records for lap times."

The 17 runners also included employees' relatives and friends. Team members were Scott Williams, Geoff Rider, Cathy Stewart, Erich Haber, John Taylor, Charlie Costain, Tom Stone, Greg Young, Marilyn Laver, Bob Arnold, Jane Sirois, Mike Sirois, Tim Shaw, Lyndsie Selwyn, Sherry Guild, Samantha Drouin, and David Taylor.

Scott Williams, anchorperson for the relay race, announced his retirement from running immediately after completing his last lap.

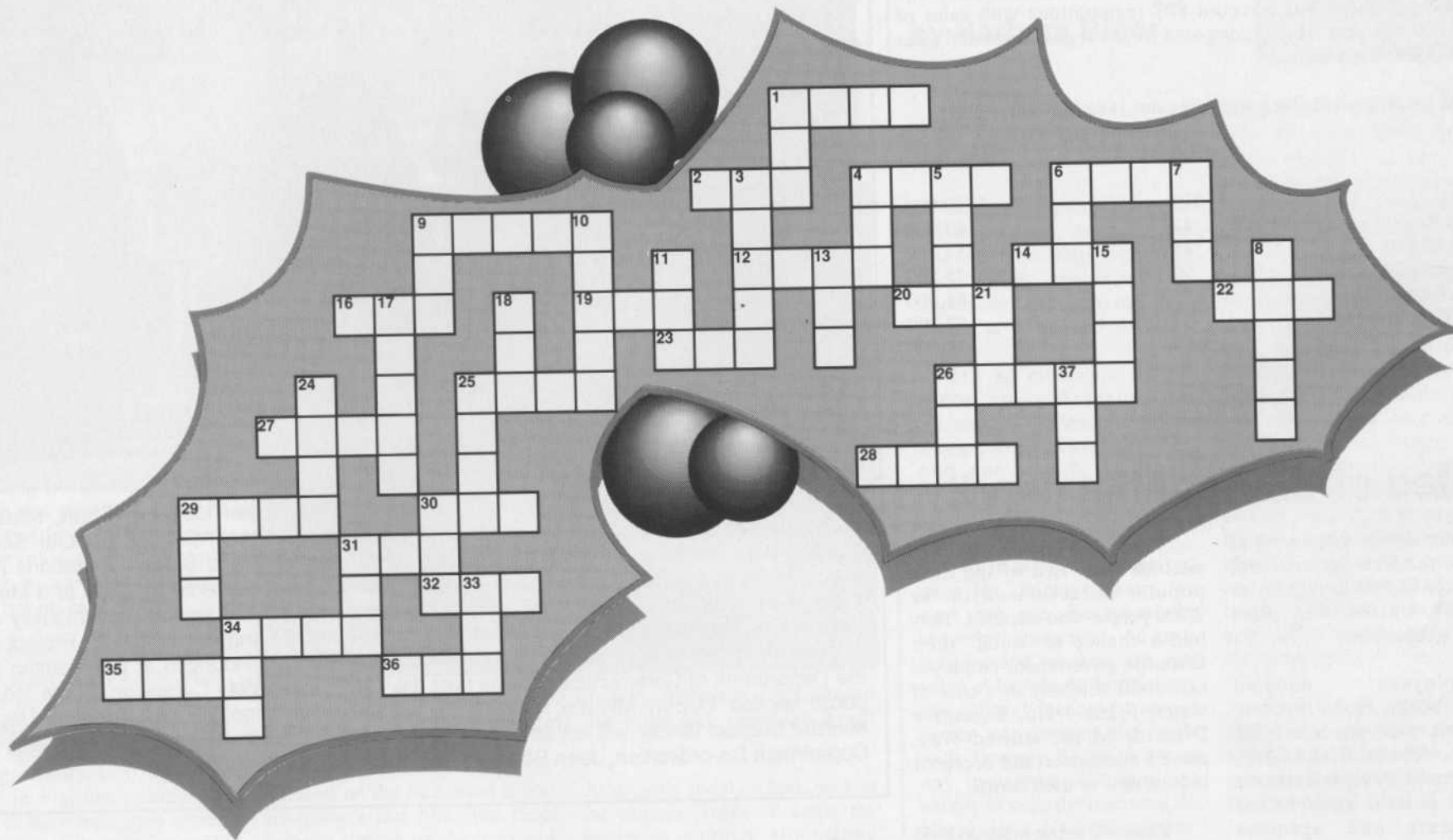
"This is the third time in three years that Scott has retired," says Taylor.



Joe Crouse thinks 35 years of public service is something to smile about as he displays a long-service medal presented by Director General, Government Telecommunications Agency John Gilbert (fourth from right). The management team of the Telecommunications Systems Management Division and his colleagues from the National Data Systems Section were also on hand to honour Crouse. Currently a Data Analyst in the National Data Systems group of GTA, he began his career in 1952 with the Royal Canadian Corps of Signals. Crouse joined GTA in 1976 when he retired from the Armed Forces.



# Holiday Crossword



This crossword for the holiday season was created by Carole Giroux (DGIS), Nicole Quintal (DLO) and Yves Brunet (DGHR). All answers are departmental designators and all clues refer to the departmental telephone directory.

Send your completed crossword to the Editor, *Communications Express*, Department of Communications, 19th Floor, 300 Slater Street, Ottawa K1A 0C8. All correct answers will be entered in a draw, to take place on January 20, 1989. The winner will receive a customized telephone book cover (to replace the one that will be, by then, well-worn).

The solution to the crossword puzzle and the name of the winner of the draw will be published in our next edition.

Good luck!

## Across

## Down

- |  |  |  |  |
|--|--|--|--|
| 1. Strategic and priority planning is no secret to us  | 23. The Department of Communications   | 1. We are responsible for telecommunications planning and co-ordination in GTA | spectrum management and regional operations                                    |
| 2. Our sector is ADMTT, our business is communications applications  | 25. We provide telecommunications services to all departments and agencies of the federal government | 3. My secretary is Nicole Séguin   | 18. The Government Telecommunications group in Winnipeg.                       |
| 4. The only branch at the CWARC  | 26. I am one of six. Financial management is one of my responsibilities                              | 4. We are the guardians of the Official Languages Act                          | 21. The director of DSC is also the acting director of this management group   |
| 6. At CRC, we do research on communications devices and components   | 27. We inform the public about the Department's activities   | 5. We are a group of six under ADMSM in Toronto                                | 24. This director general looks after our "external affairs"                   |
| 9. We are down to earth even though we deal with space technologies  | 28. You're not going to see the DOCTOR but rather those responsible for optical communications       | 6. In the telephone directory, my upstairs neighbour is DGRR                   | 25. The Informatics Centre on the 8th floor (HQ) is one of my responsibilities |
| 12. I have one foot in the House of Commons and one on the 20th floor, 300 Slater Street                             | 29. My director general is Jean-Claude Bouchard  | 7. I am the director general in Toronto  | 26. I report to ADMCM. Drop the M's and you've got me.                         |
| 14. We develop policies and programs for publishing and periodicals under ADMAC                                      | 30. I am ADMTT's sector co-ordinator   | 8. Laval is home, but we look after summits all over the world                 | 29. It's lonely at the top of page 14  |
| 16. I am the Special Advisor, International Informatics in DGIR  | 31. We develop heritage policies and programs  | 9. The last group listed under DGBT in the directory                           | 30. We look after Trade Policy and Canada/USA Telecommunications               |
| 19. Formerly with the National Museums, we joined the ADMAC sector last year. Museums can count on us for assistance | 32. We translate the documents you have laboured to prepare  | 10. I am the only sector whose designator has a double consonant               | 31. Trouble with the law? Go to this group on page 15.                         |
| 20. If you wish to staff a position in Saskatoon, come and see us  | 34. Under the direction of DGTP, we are responsible for industry structure and services              | 11. My area code is 604. To find me delete the 0                               | 33. In Moncton, it's a palindrome  |
| 22. In DGGT, we are responsible for Development and Engineering programs   | 35. In the Quebec Region, I am responsible for public affairs  | 13. The GTA manager who looks after the most phone lines                       | 34. The Director of Informatics Application                                    |
|  | 36. I report to DGCD. My office is located at CRC in Room 350 of Building 2                          | 15. The senior member of our "group of six"                                    | 37. We conserve the past for the future  |
|  |  | 17. We are the sector in charge of   |  |

# People and Places



Employees at national headquarters bid farewell to the Honourable Flora MacDonald at a reception on November 23. Miss MacDonald, M.P. for Kingston and the Islands since 1972, lost her bid for re-election in the General Election on November 21. She has served in the Cabinet as Secretary of State for External Affairs, Minister of Employment and Immigration, and, since June 1986, as Minister of Communications.

## SADM

**Eileen Sarkar**, previously with the Privy Council Office, has been appointed to the position of Director General, Federal-Provincial Relations (DGFP).

**Aline Chevrier**, formerly with the Department of National Defence, joined the Legal Services Branch as a Legal Secretary, after winning a government-wide competition.

**Denise Meilleur**, formerly Publications Manager and Editor of *Communications Express* with DGIS, has left the Department to pursue other interests in Paris.

**Jean-Claude Domien**, formerly Director, Automated Applications in DGRR has been seconded for one year to DGIR as Senior Policy Advisor.

**Gilles Lalonde**, formerly Director, Cultural Policy and Liaison with DGFP has been seconded to the Atlantic Canada Opportunities Agency as an Advocacy Officer.

**Jean Gilbert** was promoted within DGIS to the position of Writer-Editor.

**Everett King**, formerly with the Financial and Regulatory Policy Division of DGTP, has been transferred to the position of Senior Manager, Corporate Statistics Secretariat in DGSP.

**Joanne Têmi**, formerly with DGBP, has returned to the Department after a five-year absence. She accepted the position of Secretary to the Director of Strategic Policy Planning in DGSP.

**Diane Lepage** has been seconded to DGIS as the Coordinator of Editorial Services. **Maria Carvalho**, formerly with the Minister's Office, will take

over Diane's previous position as Secretary to the Senior Assistant Deputy Minister.

**Daniel Giasson**, formerly with the Movable Cultural Property Division of DGMH, has been assigned to the position of Advisor/Cultural Policy and Liaison in DGFP.

**Louise Lafleur** was appointed to the position of Director, Public Relations in DGIS.

**Daniel Lussier** was promoted within DGIS to the position of Senior Planning Officer.

## ADMAL

**Keith Kelly**, formerly with the Department of External Affairs, has been transferred to the Cultural Initiatives Program Division of DGAP. He is the new Chief, Project Review and Analysis.

**Richard Matthews** was promoted within Broadcasting Policy Division of DGBP to the position of Policy Analyst.

## ADMCM

**George McLaughlin**, a Senior Advisor in the Financial Planning and Resource Utilization Division has been seconded to the Economic Council of Canada as Head, Financial Services.

**Bruce Stewart**, a technologist with the Model Shop of DGAT at CRC, has resigned to join private industry.

**Ghislaine Parent**, Procurement and Stockroom Officer in DGAT, has been transferred to Supply and Services Canada.

**Hilda Gates**, Accounts Payable Clerk with the Financial Policy, Systems and Accounting

Division of DGF, has been transferred to Supply and Services Canada.

**Dorothy Perry**, Head, Telecommunication Services, has been transferred to Health and Welfare Canada. She was previously with Administration and Technical Services at CRC.

**Normande Morin**, formerly with the Department of External Affairs, is a new Procurement and Stockroom Officer in DGAT.

**Ginette Lampron** has been transferred from the Broadcasting Policy Division of DGBP to the position of Secretary to the Director, Financial Services — Minister's Portfolio in DGF.

**Daniel Gilbeau** has been appointed on an indeterminate basis to the position of ADMCM Personnel Assistant in the Personnel Operations Division of DGHR.

**Lauretta Welsh** is a new Financial Systems Officer in the Financial Policy, Systems and Accounting Division of DGF. She was previously with the Department of Indian and Northern Affairs.

**Michel Fréchette** was appointed Inventory Control Clerk in the Materiel Management Services Section of DGAT at CRC. Michel was previously a Stockroom Storeman at Headquarters.

**Rick Valley** was promoted from within the Materiel Management Services Section of DGAT at CRC to the position of Customs and Traffic Officer.

**Luanne Campbell** has been transferred from DGIR to the Materiel Management Services Section of DGAT at CRC as an Administrative Clerk.

## ADMTT

**Chantal Gasse** and **Sylvie Villeneuve** were both confirmed in the position of Documentation Technician in the External Cooperation Division of CWARC.

**Susan Baldwin**, formerly Director, Management and Plans is the new Director, Research Policy and Planning with DGTA. **Wendy Pride**, formerly with DGHR, took over Susan's responsibilities as Sector Coordinator.

**Maureen Kullman**, formerly with the Department of Veterans Affairs, has accepted a transfer to the Planning and Coordination Division of GTA as a Communications Officer.

**Pierre Leblanc**, formerly with Trent University, has joined the Telecommunications Systems Management Division of GTA as a Data Analyst.

**Carol Marsh**, formerly with the Department of External Affairs, has accepted the position of Secretary to the Director General, Communications Devices and Components Research.

**William Seed**, previously with the private sector, has accepted the position of Military Satellite Communications Engineer in DGRC.

**Patti Street** and **Barbara Thomas** were promoted within the Telecommunications Systems Management Division of GTA. Patricia will assume the position of Junior Project Officer and Barbara, the position of the Project Officer — Acquisitions.

**Francine Gallo**, formerly Chief, Correspondence Secretariat in the Deputy Minister's Office, has accepted the position of Manager, Planning and Liaison in the Management and Plans Division.

**Thérèse Rivest**, formerly with the Treasury Board, was promoted to the position of Industry Analyst in the Information Industries and Economic Development Division of DGIE.

**Randy Zadra** and **James Furcher**, previously with Transport Canada, were both promoted to the position of Industry Analyst in the Information Industries and Economic Development Division of DGIE.

**Sandra MacDonald** was promoted from within the Technical Marketing Operations Division of DGIE to the position of Manager, Broadcasting and Video Technology.

**Micheline Ouellette-Rogers**, formerly with Management Practices Division of ADMCM,

has been seconded to DGTP as a Senior Analyst.

**Peter Lloyd**, a Telecommunications Analyst with the National Capital Region GTA Office, has left the Department to pursue other interests.

## ADMMSM

**Mary Sarsfield**, formerly of the Deputy Minister's Office, was promoted to the position of Administrative Assistant to DGRR.

**Stephen McNeil** was promoted within DGEP to the position of Junior Spectrum Engineer in the EMC Analysis and Consultation Division.

## Pacific

**Teresa Saunders**, formerly with Agriculture Canada in Winnipeg, has accepted the position of District Clerk in the Okanagan District Office.

## Central

**Mona Janzen** has accepted the position of Clerical Assistant in the Spectrum Control Section of the Edmonton District Office. **Nicole Barwick**, formerly with Statistics Canada, has replaced Mona as Receptionist in the Edmonton District Office.

**John Morin**, formerly Supervisor in Grande Prairie, was promoted to the position of Supervisor of Spectrum Control in the Edmonton District Office.

**Don Ringuette** was promoted from within the Edmonton District Office to the position of Authorization Clerk.

**Charlotte Saunders** has returned to her Radio Inspector position in the Edmonton District Office following a 10-month leave of absence.

**Ron Adolphe** has been seconded from the Systems Design and Management Division of DGGT to assume the position of District Manager, Edmonton GTA Office.

**Harvey Jones**, a GTA Telecommunications Consultant, has relocated from Calgary to Edmonton.

**Claudia Laposo**, from the private sector, has accepted the position of Office Clerk in the Edmonton GTA Office.

The following Radio Inspectors have been promoted through the EL underfill program: **Shaun Morgan** and **Gerald Noordhof**, Edmonton District Office; **Anthony Hayduck**, Regina District Office; **Diane Hotra**, Grande Prairie District Office; **Kent Manning** and **Andrew**

**People and Places**  
continued on page 8

**People and Places**  
continued from page 7

**Bewernick**, Calgary District Office.

The following employees have recently joined the Department as Radio-Inspectors-in-Training: **Gerald Fortier**, Regina District Office; **Ron Hamelin**, Saskatoon District Office; **Michel Landry**, Edmonton District Office; **Yvon Haché**, Grande Prairie District Office.

Radio Inspectors **Brian Ollington**, Saskatoon District Office, and **Cameron McNabb**, Winnipeg District Office, have left the Department to join the private sector.

**Ontario**

**Faye Ferris** was promoted within the Belleville District Office to the position

of Administrative Support Supervisor.

**Marie-Christine Dufour**, formerly Regional Manager, Public Affairs in the Ontario Region, has been seconded to the Academy of Canadian Cinema and Television, for a two-year period.

**John Baggio**, formerly from the private sector, has accepted the position of Radio-Inspector-in-Training with the Toronto District Office.

**Patricia McLeish**, formerly Assistant, Computer Operations with the Ontario Regional Office, has transferred out to the Department of Environment, Atmospheric Services.

**Nazma Jaffer** was confirmed in her Engineering Clerk position in the Engineering Section of the Ontario Region.

**Bernice Stapleton** has been confirmed in her position as General Office Clerk in the London District Office.

**Susan Williams**, formerly with the Department of Environment and Parks, has been transferred to the Sault-Ste-Marie District Office as an Administrative Support Supervisor.

**Angela Ah-Nim**, previously with the Department of National Defence, has been promoted to the position of Secretary to the regional Director General.

**Pat Taziar**, previously the Technical Clerk in the Kitchener District Office, has been transferred to Employment and Immigration Canada. **Heather MacDougall**, formerly with Employment and Immigration Canada, has replaced Pat.

**Mandy Tam** was promoted

within the Ontario Region to the position of Technical Clerk in the Engineering Section.

**Peter Hill** has been promoted within the Toronto District Office to the position of Radio Inspector Specialist.

**Quebec**

**France Beaulieu**, formerly with the private sector, has accepted the position of Office Clerk in the Chicoutimi District Office.

**Laure-Rita Lévesque**, an Office Clerk in the Rimouski District Office, has joined the private sector.

**Claudette Boisvert**, Secretary to the Deputy Director General, has accepted a transfer to Health and Welfare Canada.

**Michel Saint-Denis**, was appointed on an indeterminate

basis to the position of Communications Development Officer in the Cultural and Economic Division.

**Atlantic**

**Ron Wilcox**, former District Director of the St. John's District Office on secondment to the Communications and Culture Office in Moncton, was appointed District Director in Halifax.

**Murdena Sampson** transferred from Canadian Forestry Service, Edmonton, to the position of Operations Clerk in the Halifax District Office.

**Long-Service Awards**

**Jeff Hunter**, Standards Officer in the Pacific Regional Office, celebrated 35 years of service in October.

**Retirements**

**Gordon Watts**, Personnel Advisor in the Personnel Operations Division of DGHR has retired after 32 years of service.

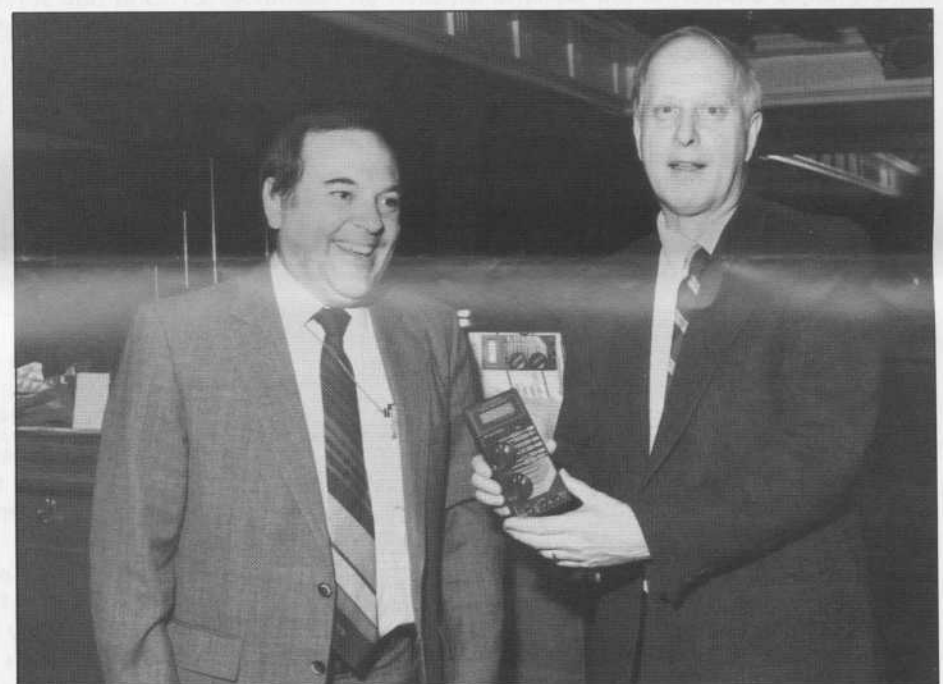
**Doug Lovejoy**, District Manager, Edmonton GTA Office, has retired after 35 years of service.

**Sy Fung**, an Analysis Engineer with the EMC Analysis and Consultation Division of DGEP, has retired after 21 years of service.

**Elizabeth Hewens**, Financial Systems Officer with ADMTT, has retired from the Department after 32 years of service.



Vera Wills, Secretary to DGRC, was presented with her retirement certificate by Bob Breithaupt, Acting Director General, Communications Technology Research, with whom she has worked during most of her 13 years in the public service.



Gorin Bree (right), Technologist at DGRC, was presented with a retirement gift by Bob Huck, Acting Director of Satellite Communications.



Orest Roscoe (left), on secondment from the Department to Telesat Canada, has retired after 30 years of public service. Jack Chambers, Acting Director General of Space Technologies Research, presented him with a plaque representing the cover of one of the many reports for which Orest has been project leader.



On his recent retirement, Harry Tucker (left), Supervisor, Point-to-Point Services in the Central Region, was presented with a mounted Travelling Wave Tube by Frank Fazio (RCES) on behalf of Harry's fellow inspectors and co-workers. The Tube represents the many years Harry worked with the Microwave Authorization Section.