

DOSsier

DOSsier Interview

Interview DOSsier

Maurice K. Nunas

As Director of DOS and as one of the principal instigators of the *DOSsier* project, Maurice Nunas has ideas about the function and future of this newsletter that are of more than passing interest. We asked him for some of his thoughts about the publication, about its place in DOS, and about DOS' role and achievements in the Department.

DOSsier: Where would you like to see this newsletter going?

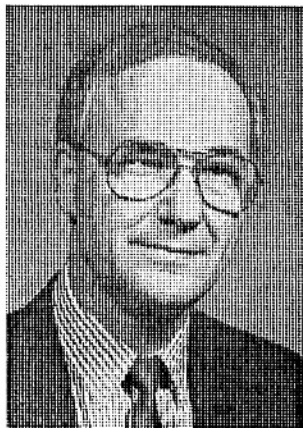
M.K.N.: The thing I'd most like to see is to keep it down to earth. The biggest problem with government newsletters is that the bureaucratic munchkins get in there, take all the prose that people put in, and they sanitize it. I don't think that would be a real useful thing.

I'd like to see it as an exchange of views for everyone here on a fairly level playing field, rather than a preachy sort of thing from some bureaucrat. It should contain a mixture of work-oriented material and lighter stuff. Our orientation is work, so the newsletter will naturally focus on operational matters, here and in DOC.

DOSsier: As someone who has worked briefly in more than a dozen government offices, I'm not sure I've ever encountered a work environment as pleasant and relatively harmonious as this one. First of all, do you agree with me, and if you do, how would you explain it?

M.K.N.: Not only do I agree, I'm glad to hear it from someone who, not all that long ago, was an outsider. I think there are two reasons for it.

One is that, and it's never really been clear to me why, Spectrum Management people take more pride in their job than other civil servants. That's always been the case. Everywhere I've worked, first in DOR and then when we



MAURICE K. NUNAS

came to have our own Department of Communications, I've noticed that people do care, they really try to help the public. And that's in all job functions, all across the country.

The other reason, and here my pride is showing, is that DOS is better than the rest of Spectrum Management.

We've spent an awful lot of money on team training and on trying to improve communications. At one time, the Department became alarmed because surveys indicated that communications and morale were not as good among employees as had been supposed. So they drew up an action plan, and if you look at all the things they suggested, we in DOS were already doing most of them. Consequently, we

continued on page 3

À titre de directeur de la DOS et en tant que l'un des principaux instigateurs du bulletin *DOSsier*, Maurice Nunas a des idées sur le rôle et l'avenir de cette publication qui méritent que l'on s'y arrête. Nous lui avons demandé de nous faire part de ses réflexions sur le bulletin et sur la place qu'il occupe à la DOS de même que sur le rôle et les réalisations de la DOS au Ministère.

DOSsier : Comment voyez-vous l'avenir de ce bulletin?

M.K.N. : Ce que je souhaite avant tout, c'est que le bulletin demeure terre à terre. L'ennui avec les publications gouvernementales, c'est que les bureaucrates, ces petits malins, s'emparent des articles proposés et les aseptisent. Je ne pense pas que cela soit vraiment utile.

J'aimerais que le bulletin serve aux échanges de vues et que tout le monde soit à égalité, je ne veux pas que le bulletin soit un ramassis de prêchi-prêcha de bureaucrates. On devrait y trouver des articles sur le travail et des textes d'un ton plus léger. Pour nous, le devoir passe avant tout, c'est pourquoi le bulletin portera sur des questions liées au travail, ici et au MDC.

DOSsier : J'ai travaillé brièvement dans plus d'une douzaine de bureaux au gouvernement, et je pense n'avoir jamais trouvé un milieu de travail aussi agréable et aussi équilibré que celui-ci. Premièrement, êtes-vous d'accord avec moi et, si oui, comment expliquez-vous cela?

M.K.N. : Non seulement je suis d'accord, mais je suis heureux de l'entendre de la bouche de quelqu'un qui, il n'y a pas si longtemps, était encore un «étranger». Selon moi, il y a deux facteurs qui expliquent cette situation.

Premièrement, pour des raisons que je ne comprends toujours pas, les employés de la Gestion du spectre s'enor-

gueillissent de leur travail plus que les autres fonctionnaires. Il en a toujours été ainsi. Partout où j'ai travaillé, d'abord au MDT et ensuite au ministère des Communications, j'ai remarqué que les gens s'intéressaient vraiment à leur travail, qu'ils essayaient réellement d'aider le public. Et c'est partout comme cela, dans tous les coins du pays.

L'autre raison, dont je tire grande fierté, c'est que la DOS est le meilleur de tous les services de la Gestion du spectre.

Nous avons consacré beaucoup d'argent à la formation des équipes et à l'amélioration des communications. À un moment donné, au Ministère, on s'inquiétait parce que, d'après les sondages, les communications et le moral des employés n'étaient pas aussi bons qu'on l'avait cru. On a donc élaboré un plan d'action et, si vous jetez un coup d'oeil à toutes les propositions qui ont été faites, vous constaterez que, à la DOS, nous faisons déjà presque tout ce qui était proposé. Nous avons donc pu montrer le chemin dans presque tous les domaines.

Par exemple, si ça va mal au travail, tout le monde met la main à la pâte; si quelqu'un vous réprimande, il viendra prendre le café avec vous le lendemain. À mon avis, c'est une autre preuve que l'organisation est saine. Nous voulons que ça marche. Nous prenons le temps de nous

suite à la page 4

Editorial / Éditorial

A modest proposal Une proposition modeste

Like everyone else, I was definitely impressed by the exhibit of paintings in the North Tower lobby in February. Everyone knows that DOC employees are the *crème de la crème* among government workers, but who would have suspected such an abundance of artistic talent? The variety of themes and techniques and the general excellence of the canvasses were little short of inspiring. And speaking of inspiring, what DOS employee did not feel her or his pulse quicken with pride as our own Hugh Clark received his certificate from the Minister?

Et pourtant, j'éprouvais des sentiments confus. La peinture, c'est bien. Personne ne peut dire le contraire. Mais la plupart d'entre nous n'y sommes pas habiles, bien que nous soyons peut-être doués pour autre chose, l'art d'écrire, par exemple.

Réflexion faite, je suis persuadé qu'il doit y avoir du talent littéraire chez nous, du talent caché qui mériterait d'être révélé.

Maybe that's where the fledgling publication you hold in your hands can help out. No, it's not a 96-page glossy. It isn't going to make the editors of *McLeans* or *L'Actualité* worry about their circulation

figures. It may not even come to our Minister's attention. But it will be circulated from corner to corner of the third floor, JTS, and even beyond! Who could ask for a finer, more erudite readership?

À vos stylos, alors ! Ou vos claviers, ou bien vos crayons . . . peu importe !

Vous avez un commentaire à partager, une petite histoire à nous raconter, un poème pour nous enchanter? Vous gardez en tête une drôle d'anecdote qui traite du travail? Votre placard contient des tas de recettes qui mettent l'eau à la bouche? Vous faites un travail qui sort de l'ordinaire? Nous aimerions en savoir plus! Pourquoi hésiter? Pourquoi tarder?

So that's my pitch. We have good stuff for this issue, like Martine Chayer's charming poem and Tom Jones' CD review. But we need more. We need to learn about each other's work and, for that matter, about each other. The next step is yours. The staff of the *DOSsier* newsroom are sitting on the edge of their seats, visors and blue pencils at the ready, waiting for your submissions for the next issue. Don't disappoint them!

— Richard Todd

DOSsier is published now and then for the Spectrum Management Operations Directorate by DOSP-P, the crown jewel of said Directorate. The Editor is Richard Todd, who edits under the benevolent and watchful eye of Michelle Filion, Chief of Production. Contributors to this issue include Martine Chayer, Tom Jones, Tom Mouchet and Sigournay Roddenberry, who sometimes poses as Monique Ricketts, the mild-mannered Assistant to the Chief of Production.

DOSsier est publié de temps en temps pour la direction de l'Exploitation de la gestion du spectre par la DOSP-P, le joyau de ladite Direction. L'éditeur, Richard Todd, œuvre sous l'œil bienveillant et vigilant de Michelle Filion, chef de la Production des publications. Parmi les collaborateurs à ce numéro, on retrouve Martine Chayer, Tom Jones, Tom Mouchet et Sigournay Roddenberry, qui parfois joue le rôle de la douce Monique Ricketts, l'adjointe au chef de la Production.

DOSP-P © 1992



Vieillir

Seule pour un instant,
Imbibée par mes pensées
Je songe au peu de temps
Qu'une vie a à donner.

D'un premier cri d'enfant
Au dernier espoir d'un vieillard
La vie coule dans mon sang,
Et se termine par la mort.

Une peau vieillie
Traite qui en disent long
Souvenirs d'une pleine vie
Dans leurs têtes tournent en rond.

Souvent seuls et oubliés,
Solitaires ou mal-aimés,
Ils ont tous pourtant vécu :
L'amour, la guerre
Des souvenirs perdus.

Seuls dans leur monde sans fin
Ils vivent en silence et restreints
Une éternité a dû passer
Dans leurs yeux brille un espoir caché.

Une vie trop courte
Pour l'âme qui en jouit
Trop longue,
Pour le manque d'envie.

Une pensée un peu crue
Ce soir, je suis émue
Le cœur parle plus fort
Que ne laisse paraître mon corps.

— Martine Chayer

Interview with M.K. Nunas

continued from front page

were able to lead the way in just about everything.

For example, you have a hard time at work and everyone digs in; if somebody gets hollered at, the next day they're drinking coffee together. I think that's another sign of a healthy organization. We want the boat rocked. We sit down and really work hard at ferreting out all the problems, codifying them and picking them apart.

Also, I take a great deal of pride in not being a typical civil service manager. I believe in lots of communication, multi-level communication, lots of team spirit, and credit at the level where the work is done. Normally, all the authority and control are at the top and everyone else is a little cog. I like to turn that upside down so that management is a facilitator to make each individual a very important cog, able to do its function. It's really a totally different concept, but I think it works. It's working here.

DOSsier: No doubt we'll be focusing on individuals within the Division in future issues, just as we're focusing on you this time. Perhaps profiles of the individual sections would be in order as well.

M.K.N.: Oh, definitely! Each of the component parts of DOS has its own flavour. We've worked hard over the last three years to build individual teams, while making sure that each is a part of the big team.

There's Ron Amero's area, in space. Those people are involved in a lot of heavy breathing over satellites, and a tremendous amount of international negotiations.

Looking at Darius Breau's shop, on the other hand, they're very much involved with the regions as well as policies and procedures. Here you have a shop that does lots of coordination.

The sub-section you work in, DOS-P, is also worth talk-

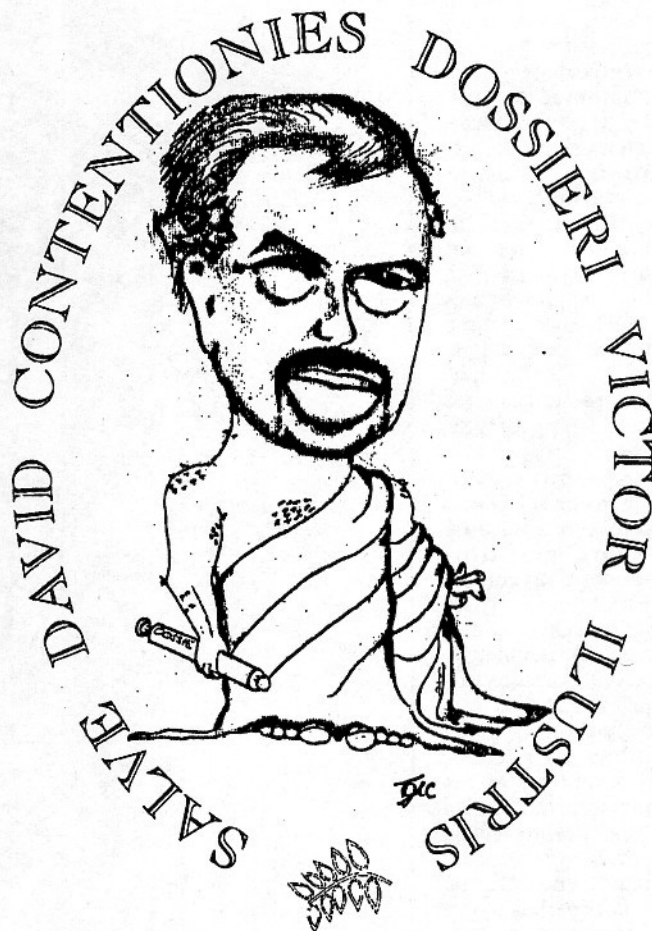
ing about. A few years ago, everything was produced on typewriters, and it wasn't well received. Now we have a quality product. If you were the intelligent Martian at one of our sector conference groups, and didn't know anyone from anybody, it would take you

about two nanoseconds to figure out who had the slickest presentations: DOS or people who had the work done for them by us.

Another section we should be talking about is the terrestrial shop that Pat Carey heads up. Pat's area is moving into an automated world. Lots of information has to be moved between regions and between countries. That volume of work has

been increasing, even with the significant and sophisticated automation that's been coming in. So Pat and his staff have reorganized to focus on automating the tedious jobs and freeing up the minds of the people there for the more interesting work. In Pat's shop, the operation is much more assembly line-oriented, and yet it has some components that are so secret that we can't even talk about them!

Congratulations to DAVID BOSQUET for coming up with the winning name for our newsletter: DOSsier. His prizes* include unlimited use of the water fountains and elevators, as well as a free subscription to DOSsier.



* The award is being shared with a certain M. Ricketts, who claims to have put the name forward first, and has threatened legal action over the matter. Ms. Ricketts is represented by the Firm of "Pilley, Pilley and Jones."

Interview avec M.K. Nunas

suite de la première page

asseoir et nous essayons vraiment de décoder tous les problèmes, nous les codifions, nous les décortiquons.

De plus, je suis très fier de ne pas être un gestionnaire typique de la fonction publique. Pour moi, les communications, à tous les niveaux, sont importantes; il faut encourager l'esprit d'équipe et il faut féliciter les gens pour leur travail, à tous les niveaux. Habituellement, l'autorité et le pouvoir appartiennent aux niveaux supérieurs et tous les autres, ce ne sont que les petits rouages de la machine. J'aime renverser la tendance de façon à ce que la direction donne à chacun l'impression d'être un rouage très important qui est capable d'assumer ses responsabilités. C'est une façon de voir totalement différente, mais je pense que ça marche. En tout cas, ça marche ici.

DOSSIER : Nous nous intéresserons à différentes personnes qui travaillent à la Division dans les prochaines livraisons de *DOSSIER*, comme c'est le cas avec vous dans le présent numéro. Il se pourrait aussi que nous présentions des profils des sections prises individuellement.

M.K.N. : Bonne idée! Chaque élément de la DOS est unique. Nous avons travaillé fort au cours des trois dernières années pour former des équipes individuelles, tout en s'assurant que chacune fait partie de la grande famille.

Il y a le secteur des services spatiaux, qui est dirigé par Ron Amero. Ces gens ont de grandes aspirations dans le domaine des satellites, et les négociations internationales occupent une grande place dans leur travail.

Par ailleurs, chez Darius Breaux, on s'occupe beaucoup des régions ainsi que des politiques et des procédures. La coordination, c'est leur affaire.

La sous-section où vous travaillez, la DOS-P est également digne de mention. Il y a quelques années, on utilisait

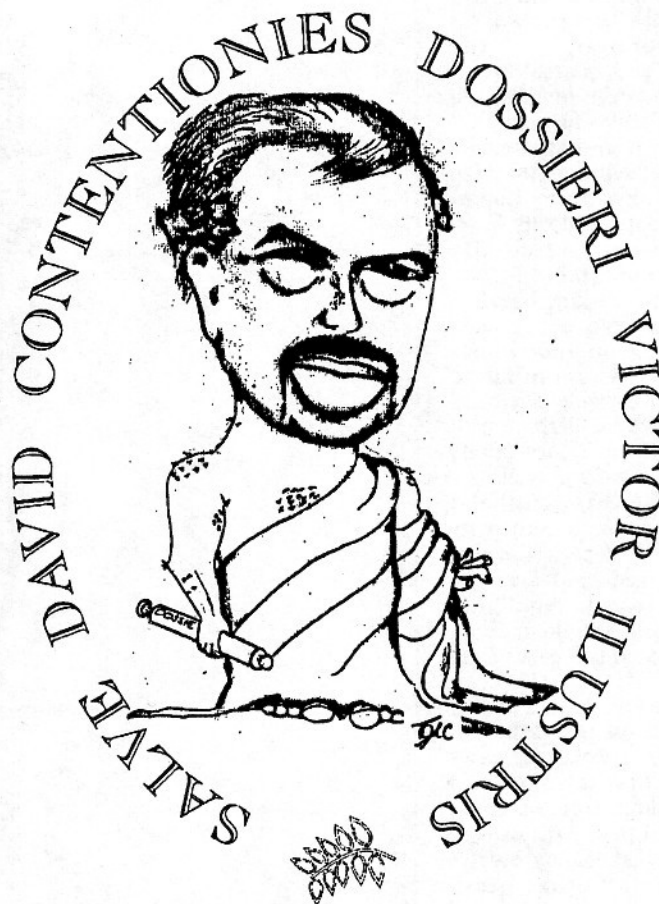
seulement des machines à écrire, et le produit fini était plutôt terne. Maintenant nous avons un produit de qualité. Supposons que vous êtes un extra-terrestre, vous assistez à une conférence du secteur et vous ne connaissez personne; je suis sûr que, en moins de deux nanosecondes,

vous sauriez qui a les présentations les plus soignées : la DOS ou ceux qui ont fait faire le travail par nous.

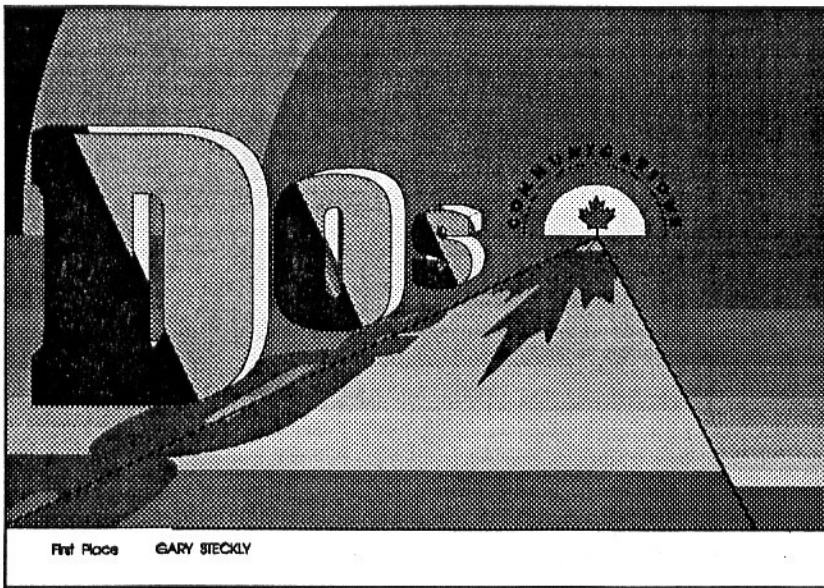
Mentionnons également la section des services terrestres qui est dirigée par Pat Carrey. Là, l'informatisation progresse à pas de géant. Les échanges d'informations entre les régions et entre les pays sont nombreux. La charge de travail augmente, malgré les nombreux appareils informatiques perfec-

tionnés que l'on utilise de plus en plus à la section. Pat et son équipe ont donc réorganisé le service afin d'informatiser le travail monotone et de libérer l'esprit des gens pour que ceux-ci consacrent leurs talents à des tâches plus intéressantes. Chez Pat, le service fonctionne comme une chaîne de montage, mais ne nous leurrons pas, il se fait là des choses tellement secrètes qu'on ne peut même pas en parler!

Félicitations à DAVID BOSQUET, pour avoir proposé le nom gagnant de notre bulletin : DOSSIER. En guise de prix*, il s'est mérité l'usage illimité des fontaines et des ascenseurs, ainsi qu'un abonnement gratuit à DOSSIER.

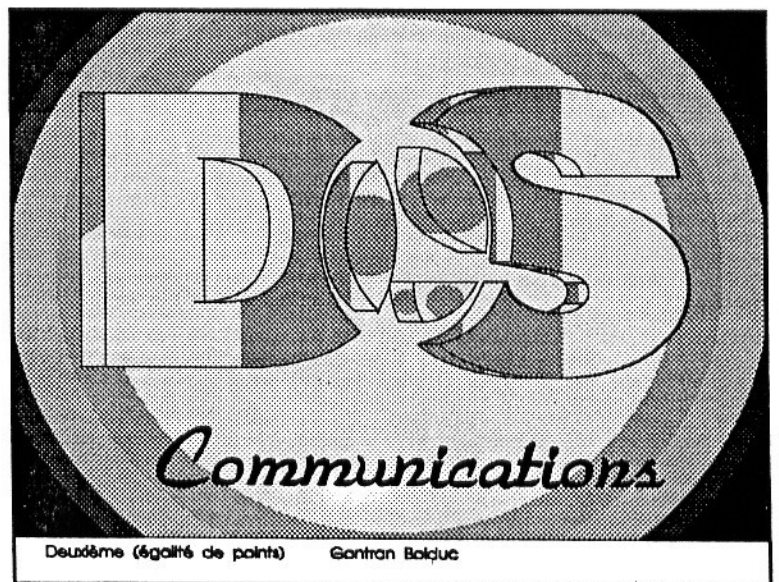


* Le prix est partagé avec une certaine M. Rickets, qui prétend avoir été la première à suggérer ce nom, et qui menace d'intenter une action dans cette affaire. M^{me} Rickets est représentée par la maison «Pilly, Pilly et Jones».



*"DOS Logo"
contest winners*

*Gagnants du concours
«DOS Logo»*



Reviews / Critiques

Not a wasted note or moment

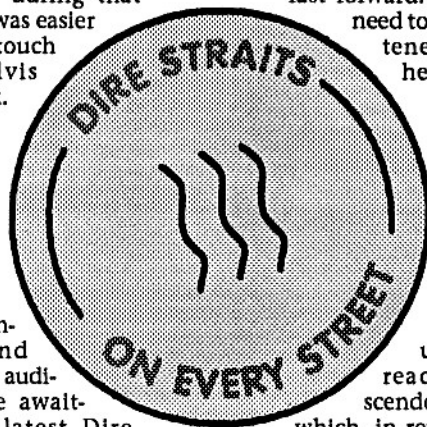
Dire Straits
On Every Street
 Vertigo CD 510 160-2

As the wealth of promotional material included with this CD points out, it has been six years since the last release by Mark Knopfler using the commercially successful Dire Straits format.

During this period, Knopfler chose to become something of a rock and roll recluse, pursuing on his own terms projects of his choosing. His collaborations with Chet Atkins and the Notting Hillbillies, his film scores and his touring as a Clapton sideman were all undertaken under the notion that music should first and foremost be enjoyable, certainly a novel concept for the rock and roll corporations of today.

The opening cut, *Calling Elvis*, is supposedly a testament to his sabbatical, a quip directed to his publicist who said that, during that period, it was easier to get in touch with Elvis than Mark.

Due to the commercial success of *Brothers in Arms*, the recording industry and Knopfler's audience were awaiting this latest Dire Straits incarnation with bated breath. And the result is certain to please his fans as well as blow out the cash register lights.



Knopfler has always provided brilliant guitar work in an understated manner, something akin to J.J. Cale on fast forward. He doesn't

need to beat the listener over the head with his musical ability.

He prefers to weave a melodic web of sound and lyrics until it reaches a crescendo at a point which, in retrospect, always seems most appropriate.

Such gems as *On Every Street* (the title track), *You and Your Friend* and *Fade to Black* are indicative of the Dire Straits

style, real music for consumption by the masses. And for his more deviant followers, tunes like *Heavy Fuel*, *My Parties* and *The Bug* provide the appropriate mix of black comedy and rock and roll to keep the show on the road.

Was it worth the wait? I would give a resounding yes. In our current era of resurrected rock and roll dinosaurs and super-synthesized pretty boys, it is always a pleasure to witness a truly professional performer return, live up to his billing and produce music for the 90s. Twelve songs and sixty minutes later, there's not a wasted note or moment.

This could arguably be the best Dire Straits release yet, and is unarguably one of the best popular releases of 1991. I just hope they don't wait six years to do it again.

— Tom Jones

Sigournay at the Cinema

Dear Sigournay:

I would like you to do a few film reviews. I am an aficionado of the cinema, but do not want to waste my money on rotten movies. — Confused.

Dear Confused:

I am also a movie fan, so here goes: *Medicine Man* is about two research scientists trying to save the rain forest and find the cure for cancer. All in a day's work for some people, I guess. I give this movie a ★, but Sean Connery definitely deserves a ★★★★★★★★. Not only is he good-looking, but he can act.

Kenneth Branagh is wonderful in the title role of *Henry V*, a worthy successor to Laurence Olivier. He is better looking than Olivier too. I will further review the movie once I have read the *Coles Notes*. For now I give it a ★★★★★.

Dead Again, another movie with Kenneth Branagh, this time with his wife, Emma Thomson, is action-

packed, suspense-filled and witty. However, it lacks a good sex scene to establish the main characters' relationship. A scene similar to that in *Fatal Attraction* would have done the trick. Robin Williams gives a strong performance as the psychiatrist. Andy Garcia, as usual, is very handsome. This movie deserves a ★★★★★.

Bryan Adams' performance on video of the theme song from *Robin Hood* is more worthy of an Academy Award than Kevin Costner's performance. Costner should definitely stick to roles he puts his heart into, like *Dances with Wolves*. Still, he looks wonderful in that leather outfit of his, and with his hair flowing, and that smile and... The dialogue was mediocre and the acting was okay. Rating: ★.

JFK is another Kennedy story by the guy who gave us *Vietnam* and *The Doors*. Kevin Costner looks marvelous, as usual, but I would have given him more leather suits (see *Robin Hood*, above). Fire the costumer. The movie

itself, however, gets a ★★★★★.

Hook features Robin Williams' most outstanding performance since *Mork and Mindy*. This movie is lots of fun, one of Stephen Spielberg's best works. Rating: ★★★★★.

As everyone knows, *Amadeus* is a fictionalized story about Wolfgang Amadeus Mozart, the best composer to come along before Lennon and McCartney. It has been out for a number of years, but is available on video and is still shown at repertory theatres across the country. This movie is fantastic. The story is delightful, the acting is superb, but the soundtrack, which sounds like something written hundreds of years ago, is somewhat lacking. Perhaps something with a bit more of a beat would have done the trick. Movie: ★★★★★. Soundtrack: ★★.

Anyone having questions about the entertainment field can write to Sigournay Roddenberry, Entertainment Editor, c/o *DOSSIER*.