

COMMUNICATIONS EXPRESS

March 1983

continues/fait suite à:
Modulation

Editor's note: The following interview was recently given by Robert Rabinovitch, who was appointed Deputy Minister of Communications last November.

Born in Montreal in 1943, Mr. Rabinovitch has a Ph.D. in Finance from the university of Pennsylvania. From 1968 to 1971, he worked as special assistant to the Secretary of State for Canada. Over the next ten years he held several positions, including that of Director General of DOC's Broadcasting and Social Policy Branch from 1974 to 1976, and assistant secretary to the Cabinet, Privy Council Office, from 1977 until his appointment as Deputy Minister.

Communications Express:

Mr. Rabinovitch, how do you see the Department today as compared with what it was seven years ago when you worked in Broadcasting and Social Policy?

Mr. Rabinovitch:

In some ways it's the same, in others it's very different. The addition of Arts and Culture as an operating branch of the Department extends and completes its mandate. At the same time there have been significant changes in broadcasting, as well as a number of important changes in telecommunications. We anticipate more major changes over the next few years. The Department's titles may be the same but the activities have changed dramatically.

Communications Express:

The publication of the Applebaum-Hébert report last November aroused tremendous interest across Canada. The same should be true of the new broadcasting strategy which will soon be unveiled. Do you think that these two documents indicate that we are becoming a key department in the government?

DOC's new Deputy Minister: Robert Rabinovitch



Mr. Rabinovitch:

DOC is a key department, perhaps not along the same lines as the Department of Regional Industrial Expansion or the Department of Finance who have many more granting programs than we do. However, if the Canadian government wants to be involved in the fundamental changes which its economy is undergoing, it will do so with the assistance of the Department.

Communications Express:

As Deputy Minister of Communications, what are your priorities for the next few years?

Mr. Rabinovitch:

Let's start with this year. My immediate priorities are to learn the ropes of the Department. At the same time, however, there are technological imperatives which do not afford us the luxury of waiting for the training of a new Deputy Minister. Still, I believe that we must have an organization which will allow us to take advantage of and to participate in the major changes which are going to occur in our economy. This Department must be well-organized for the 80s and 90s; therefore I will focus primarily on internal management for the next year.

Communications Express:

In the past few years you have worked on the development of social policies and on the planning and establishment of priorities in the Privy Council Office? How can this help you in your new job?

Mr. Rabinovitch:

In preparing for a job of this nature all experience is relevant, as much of the work of DOC relates to other departments. Given that for the past several years, my work has centered on helping the government identify its priorities, I would hope that my experience in central agencies will be of assistance to the Department in defining and meeting its objectives.

I think every Department must have a sense of itself, which means it must know its own priorities and be ready to stand up for them. But before it can defend these priorities, it must first know them and understand them. I hope that DOC'S senior management and all other participants in the Department will together define its objectives, focus them and then set about to achieve them.

Communications Express:

How do you describe yourself as Deputy Minister? What is your management style?

Mr. Rabinovitch:

Both questions are really the same question, as I see them. I believe that a Deputy Minister should work directly with the Minister to determine his priorities and make sure the entire Department understands them. I intend to run an operation focused primarily on the assistant deputy ministers and the various responsibility centres. I hope to develop a Department which communicates internally on the various aspects of policies. If there is a criticism I have heard of the Department, it is that it has tended in the past to

(continued on page 4)



October 13, 1982, is a date which the Assistant Deputy Minister for Research, Douglas Parkhill, is not likely to forget, for it was on that day in a ceremony at Government House that he received the Outstanding Achievement Award — the highest honour in the Public Service.

Each year, in the presence of the Prime Minister of Canada, the Governor General confers these awards in recognition of exceptional achievement in the public interest at the national or international level. These awards are offered under the Incentive Award Plan of the Public Service Commission. This year, five senior federal public servants earned this honour, among them, Mr. Parkhill, for his outstanding contribution in the telecommunications sector.

Mr. Parkhill worked tirelessly for more than ten years to make the federal government aware of the economic and social implications of advances in computer technology, communications and micro-electronics. The alliance of these three technologies led to the creation of the Telidon videotex system, which now enjoys an excellent reputation both in Canada and abroad.

Developed in the laboratories of the Department of Communications, Telidon owes its great success to the determination of Mr. Parkhill. Since its early days in 1978, Canada's videotex system has waged a hard-fought battle with two European systems, France's Antiope and England's Prestel. Mr. Parkhill's task was made particularly difficult by the fact that Telidon appeared several years after its European competitors, although this did not prevent its adoption as an international videotext standard.

There is no doubt that Telidon is still in its infancy. And yet its recent success clearly shows it to be one of the federal government's most important research achievements. Although many people have contributed to this success in many different ways, all agree that the leadership, dedication and foresight of Mr. Parkhill have been decisive factors in Telidon's rise.

Mr. Parkhill is certainly a deserving recipient of the Outstanding Achievement Award and the Department can take pride in his achievement.

Douglas Parkhill at Government House... ◁



Comings and Goings

Headquarters

We have a new Assistant Deputy Minister for Arts and Culture: **David Silcox**, formerly chairman of the Canadian Film Development Corporation. He replaces **Léo Dorais** who is now working as a special advisor to the Deputy Minister.

Meanwhile, **Alex Curran** has resigned as Assistant Deputy Minister, Space Program, to become the President of SED Systems Inc., in Saskatoon.

Brigitte Léger has been appointed Director, Performing and Visual Arts, Museums and Heritage Directorate with the Cultural Affairs Branch. She worked previously with the European Space Agency in Paris. The Department also welcomes **Lucien Villeneuve** as Director of International Development in the International Relations Branch. He comes from the Department of External Affairs where he held a number of positions over the past fourteen years, including postings in Switzerland and Senegal.

Roger Vermette was appointed to the position of Assistant Director, Security Programs and Operations, and **Kenneth Larson** became the Assistant Director, Communications Support Services. Before assuming their new positions, Mr. Vermette was Chief, EDP Security for the Department and Mr. Larson was Chief, Emergency Plans.

Information Services lost both its Director, **John Davidson**, who has taken a year of leave, and its Chief, Writing and Editing Services, **David Wright**, who is currently working for INMARSAT in London. **Paul Racine**, former Parliamentary bureau chief for Radio Mutuel, has been named Director General of Information Services, while **Philip Kinsman** has assumed Mr. Wright's duties on an acting basis. The Branch also acquired the services of **Zelda Heller** as speech writer and liaison officer.

Following the departure of **Art Lawless** to Fisheries and Oceans Canada, **Fernand Bélisle** became the new Director, policy planning and co-ordination with Federal-Provincial Relations. Mr. Bélisle was formerly with the CRTC. At the same time, **Eileen Sarkar** moved to the office of the Senior Assistant Deputy Minister as special assistant. She replaces **Mary Meloshe** who accepted the position of Director, new services policies with the Broadcasting and Social Policy Branch.

Communications Express is the new bulletin for employees of the Department of Communications. Published by Information Services, it replaces Modulation, which has been cancelled under the restraint program. Although it is thinner than Modulation, Communications Express will appear more frequently and will be six per cent livelier and five per cent more entertaining.

Assistant Deputy Minister Arts and Culture

Léo Dorais



Yesterday's ...

There were a number of other changes within the Branch. **Michel Tremblay** became a senior officer, Broadcasting Policy, along with **Gwen Andrews** who comes to us from the Public Service Commission. Meanwhile, **Pierre-Paul Brassard**, formerly with Radio Québec, is now a policy analyst with the Extension of Services Policy Division.

David Balfour, formerly with the Department of Regional Economic Expansion, and **Ginette Bergeron**, from National Museums of Canada, are now working in Financial Management as analysts. **Guy Aubin**, who was formerly with Revenue Canada, Taxation, has assumed a similar position. **Pauline Bissonnette**, from Public Works Canada, joined our Department as the senior analyst with Financial Policies and Systems Development.

The Director, of Computer Services, **Ron Elliott**, left the Department to join the private sector. He has been replaced by **Nancy Corbett**, from Agriculture Canada.

Spectrum and Radio Systems Policy appointed two new chiefs: **Wayne Longman**, Chief, Fixed Services, from Transport Canada, and **Raffoul Zeitoun**, Chief, Broadcasting Services, who comes to us from the CRTC.

In Personnel, **Gaetan Boivin** has accepted the position of officer, Personnel Systems and Evaluation. Mr. Boivin was formerly with Transport Canada. **Suzanne Doris** was appointed as a classification officer. She comes to us from the Canada Labour Relations Board.

David Silcox



Today's ...

Janice Trenholme has left her position as a personnel staffing officer to assume duties with Health and Welfare Canada.

Lorraine Croskery was appointed coordinator of the Employee Assistance Program, which aims at counselling and helping in the rehabilitation of employees whose personal or health-related problems are resulting in or could result in poor work performance.

Bill Stilwell, from Transport Canada, has joined our Department as an analyst with the Communications Economics Branch.

Lastly, at the CRC, **Michel Martin**, from the Canada Post Corporation, replaced **Raymond Provencher** as the official languages officer. Mr. Provencher has accepted a temporary assignment in Research Programs Management.

Pacific Region

The following persons were hired as radio inspectors: **Jonathan Corris**, **Brad Thompson**, **Barry Isherwood**, **Douglas Shorter**, and **Grant Stevens** in the Vancouver district; **Neil Allwood**, **Kim Mikkelfen** and **Alistair Millham** in Langley Office; **George Sargent** in Cranbrook, and **Colin Dunn** in Victoria. The Regional Office also acquired a new Systems Applications Engineer, **Albert Lau**.

Rose Slutsky, secretary for the Regional Director, retired after 25 years of service with the federal government.

Central Region

Andy Cobham accepted the position of Regional Superintendent, Spectrum Control. He previously worked for Policy, Planning and Evaluation Co-ordination at Headquarters.

The Central Region also acquired several new radio inspectors: **David Carr**, **James Maes**, and **Gwen Harmen** at the Calgary District Office; **David Migadel**, **John Mori** and **Wayne Janzen** in the Edmonton District; **Alan Coulter** in Fort Smith; **Michael Thul** in Regina; **Kim Baryluk** in Saskatoon; and **Gerald Bonnefoy** in Grande Prairie.

Ontario Region

Lorraine Fleming from GTA replaced **Margess Prokos** as secretary to the Regional Director. Mrs. Prokos has taken leave for one year. Also at the Regional Office, **Bruno D'Amario**, a Broadcast Technologist with Engineering, accepted a transfer to Enforcement, where he replaces **Bob Bissell** who transferred to Authorization as a Land/Mobile and Fixed Services Technologist.

Quebec Region

Three employees have retired: **Gérard Bôdy**, Regional Advisor, Enforcement after 36 years with the federal government; **Georges Dechêne**, Systems Consultant with GTA, after 37 years of service; and **Jean Lécuyer**, Regional Advisor, Engineering, after 36 years of service.

The Regional Office welcomes two new employees: **Marc Charest**, who was formerly with Revenue Canada, Customs and Excise, was hired as the senior personnel clerk, and **Denise Lepage**, from Solicitor General Canada, who is now working for GTA as a systems consultant.

André Simard, Regional Advisor, Enforcement, was promoted to manager of the Montreal district and **Marc Montour**, radio inspector, was appointed to the position of officer, Communications Development for the Regional Office.

Atlantic Region

The Moncton Regional Office welcomes its new programmer-analyst, **Albion Boudreau**, from the Department of Fisheries and Oceans and **Yvette McLaughlin**, from the private sector, as officer, Communications Development. **Marty MacLellan**, formerly a broadcast technologist, was promoted to the position of Superintendent, Enforcement. ◀

It pays to think!

Last June, **Annabelle Horne**, supervisor of cost allocations with GTA, Atlantic Region was presented with a \$100.00 cheque for her contribution to the Suggestion Award program. She suggested that round-trip memoranda be placed on file in such a way that correspondence placed on top of the memorandum would no longer have to be removed, thereby reducing the risks of misplacing such correspondence. The implementations of her suggestion resulted in a marked improvement over the previous method.

Suggestion awards were also presented to two staff members in the Pacific Region. **Donna Osborne**, from Prince Rupert's district office, won an award for her suggestion to use certified mail instead of registered mail. Certified mail usually costs about \$1.30 per item, as opposed to \$2.65 for registered mail.

The other award recipient from the Pacific Region was **Cindy Howatt**, Central Registry, in the Regional Office. She suggested that colored labels be used on a series of files in order to differentiate various categories of files. This sug-



Left to right: **Ian Wilson**, Regional Manager, GTA, **Annabelle Horne**, and **Micheline Chase**, Regional Director, Atlantic Region.

gestion was implemented and since that time, misplacement of files was substantially reduced. Another time and money saver!

As these examples illustrate, the Suggestion Award Program can earn you money, anywhere from \$50 to \$5,000, depending on the savings and benefit to the Public Service. Suggestion forms are available from **Mrs. Doris Ward**, DOC'S co-ordinator, but don't let the lack of a form stop you if you have any good ideas. Just send them to the Suggestion Award Co-ordinator, Journal Tower North, Room 1572, Ottawa. ◀

(continued from page 1)

operate as separate "fiefdoms", in which communications have not been as complete as one would hope.

This is probably the Department with the widest scope in government. It would be a shame if it chose to operate by working in completely separate groups. Then why have it all in one department? So my objective, more than anything else, is to have an operating senior management committee which will set the objectives for the Department. In turn, the senior managers will have to work with their groups to establish better internal communications. In this way, we should be able to develop better policy.

Communications Express:

What about the input of the regional offices?

Mr. Rabinovitch:

The regions are extremely important. Last year's government reorganization by the Prime Minister essentially reflected that we cannot run a country like Canada solely from one centre. Rather, the regional offices must be encouraged and expected to contribute to the development of national policy. If a "national policy" is not regionally sensitive, it will simply fail. Within this Department, this holds true as well. Our regions must be active participants in the policy formation process, as well as deliverers of programs. Although they are indeed a critical element in the delivery of programs because they are in contact with the public to a much greater extent than we are, that is not where their jobs ends. They must be involved in policy-making if the policy development is to be legitimate. ◀

ANNEE MONDIALE DES
COMMUNICATIONS
WORLD COMMUNICATIONS
YEAR
AÑO MUNDIAL DE LAS
COMUNICACIONES



The United Nations has proclaimed 1983 World Communications Year, bringing with it new challenges and opportunities for all Canadians.

The world is undergoing a communications revolution, triggered by the convergence of computer and communications technologies. In our information society, remarkable advances are having profound effects on every aspect of our daily life — economic, cultural, social and political.

Canadians can be proud of the advances that have given us one of the most sophisticated communications systems in the world. But while we enjoy the benefits of a wide variety of efficient communications facilities that provide almost every Canadian with telephones, television sets and radio service, much of the world is not as fortunate. Many countries lack even basic telephone service — over three-quarters of the world's 550 million phones are found in only eight countries.

This serious imbalance in global communications facilities must be redressed, if the economic and social needs of all nations are to be met. With this in mind, the UN declared that the theme of World Communications Year 1983 would be the "Development of Communications Infrastructures", with emphasis on the needs of the developing countries.

In a New Year's Day television message encouraging participation by Canadians, Communications Minister Francis Fox said: "In Canada, we have the technology and the resources to play a leading role in trying to meet the objectives of World Communications Year."

A Canadian steering committee, chaired by **John Gilbert** of the Department of Communications, has been established; it has wide representation from governments, industry and other organizations and communications users. The committee has approved an exciting program of projects and activities for Canadian participation in the Year, including a Worldwide Photo and Drawing Competition to involve the young people of Canada.

Information about World Communications Year and the Canadian program may be obtained from Information Services, Department of Communications, 300 Slater Street, Ottawa, Ontario, K1A 0C8; telephone: (613) 995-1323. ◀