

December 1986

Interview with the Minister

Flora MacDonald, Member of Parliament for Kingston and the Islands, became our new minister on June 30, 1986. During a recent interview with *Communications Express*, Miss MacDonald responded to a number of questions about her role as Minister, her priorities, her relationship with the bureaucracy, and how she allocates her time.

What are the areas you would like to focus on as Minister of Communications?

DOC is an extremely interesting, stimulating department. I want to bring a balance to its two major elements, that is, culture and communications. They're both so important that the country can't exist, can't develop, without tremendous attention being paid to both. But they also have to be very complementary and interactive. There's no point in our thinking that we're going to maintain our position as world leaders in the telecommunications field unless we know what it is we want to send via that telecommunications technology. We need a communications policy and communications legislation.

My focus will certainly be on maintaining the very high profile that my predecessor gave to cultural initiatives in this country, but to try also to bring about a much greater awareness in the public at large as to what the communications field means to individual Canadians. One of my key responsibilities is to be an advocate within Cabinet for the role that communications play and, as well, to convey and keep uppermost in the minds of other ministers, the fact that cultural sovereignty is basic to our economic and social goals. This has to be a mind-set, not just with me, but with all members of Cabinet. I will be a vigorous promoter of cultural sovereignty, because the country won't exist without it.

Employees at Headquarters were impressed with your initial speech when you joined DOC. Will you have time to visit staff in the regional and district offices?

I intend to make it a priority to ensure that I get to know the people who are part of the team. I'm curious about what people are doing, what they think about their own



jobs, whether or not they're satisfying and what can be done to improve them. I think that's particularly important in a department that's as vibrant and as fast-moving as DOC, because it is the Department of the future. Does what we're doing get explained properly to all members of the staff? I like to know those things, and so I will very much make it a point to visit offices as I travel across the country. I've already been able to visit our research labs at Shirleys Bay and in Montreal and to meet with regional staff in Vancouver. I must say I find the calibre and the quality of the staff to be extremely high. They're all very young, too! It's one of the things that impresses you in this Department. I'm sure that that's endemic to any department of communications. The world of communications is a whole new world, and people come into it more easily when they begin to learn at age four instead of 40. But it's still interesting when you get past 40!

What about the bureaucracy? When the new government came into power, the media said that the bureaucracy was considered to be an enemy.

I found when working with Employment and Immigration that there was an excellent rapport between my staff and the departmental staff, and beyond, to the huge bureaucracy of 25,000 employees across the country. Again, I realize there were morale problems in a tough department like that and I worked to do my best to help overcome them. Here it's a different ambience. I find it exhilarating. I realize I have a lot to learn, but I'm impressed by the assistance I'm being given. You get up in the morning absolutely sure that you're going to learn something new. You then have to judge the value of it. But I can see a very good relationship developing.

Do you have a particular philosophy or point of view with respect to your role and that of departmental staff?

Obviously, the departmental staff is able to devote a great deal of time to policy concepts. I know that in this Department there's a lot of creativity capable of proposing various policy options. But they are just that, policy options, because in the final analysis, the Minister must make the decision. So we work together to develop proposals; but there's one responsibility I have that no one else has, which I have to be very conscious of all the time — the decision-making is the responsibility of Cabinet ministers.

Given your commitments as a minister and member of Parliament, how do you accommodate your own interests?

If I weren't a politician, I'd be working with people in much the same way as I do now. Being single, I can afford to devote all the time I want to my job. For 30 years of my life, in one way or another, I have been involved in the political scene. Politics is the mixing that you do with people. Some forums I enjoy more than others. What is absolutely great about being with this

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Department is that where, heretofore, I would have to try to plan to take a couple of hours to go to a concert, or a play or a movie, now I can say, "Hey, that's my work!" So something of great interest to me becomes much easier to arrange. And that's a real blessing.

I very much believe in exercise and fitness and making sure that my time each day accommodates some period of exercise, although not always in the same way. I like outdoor sports, whether it's swimming in the summer or speedskating in the winter, or bicycling. You can't get into that sort of thing unless you've been keeping yourself fit all year.

What is your typical workday like?

My alarm goes off at 6:30 or 6:45, and I lie there for 10 minutes trying to figure out where I go from one point to another all day, just so it's clear in my mind. I get up and do about 15-20 minutes of floor exercises of one kind or another, which wake me up. One thing I always do is have a very good breakfast. That's basic. Then I'm set for the day. Usually, I'm at the office about 8:30 and the day begins. It consists of fitting in one thing after another and that's as varied as the schedule will permit: meetings and conferences and speeches. When the House isn't sitting, I have meetings booked well into the evening. Then I go home and get prepared for the next day. I always take work home with me. I'm an inveterate telephoner. At midnight I begin my telephoning, though I might start at 11 p.m. with people in Newfoundland, because it's past midnight their time. I leave British Columbia to the end. I know people who, when the phone rings at two o'clock in the morning, just pick the phone off the hook and say, "Yes, Flora...."

You seem to be a very well-organized person. Is that true?

Yes, I try to be. It doesn't always happen, but I try. Details are important to me. The way that you look is important in politics and to do that you have to do all sorts of things, like having your clothes ready and knowing the details concerning a particular kind of event. That requires time.

You seem to have unlimited energy. What is your secret?

I think it's curiosity. If you have curiosity it drives you to try to find out things. That's the sparkplug. I have lots of curiosity and I think that energy comes from mental stimulation. I've always said that what a politician really needs to be successful is, in order of priority: stamina, curiosity and a modicum of intelligence.

Who's who in the Minister's office

Miss MacDonald has a new team of advisers. Her staff includes: **W.H. (Bill) Musgrove**, Chief of Staff; **Patricia Dumas**, Press Secretary; **Margit Herrman**, private secretary; special assistants **Carleen Carroll** for legislation, **Jane Condon** for

cultural affairs, **Marc Desrochers** for ministerial affairs, **Jim Everson** for communications, **Doug McClelland** for scheduling and tours, **Robert Pilon** for broadcasting and **Yvonne Van Dinther** for constituency.

W.H. (Bill) Musgrove



Yvonne Van Dinther



Patricia Dumas



Margit Herrman



Jim Everson



Jane Condon



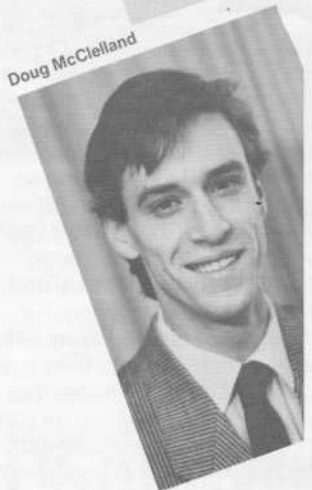
Marc Desrochers



Carleen Carroll



Doug McClelland



Robert Pilon



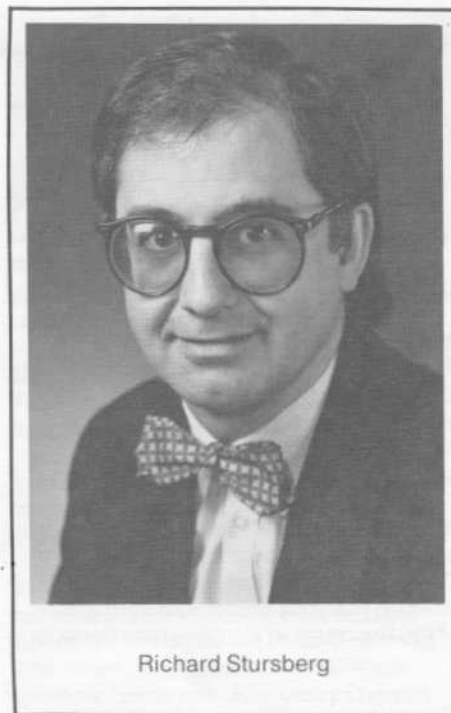
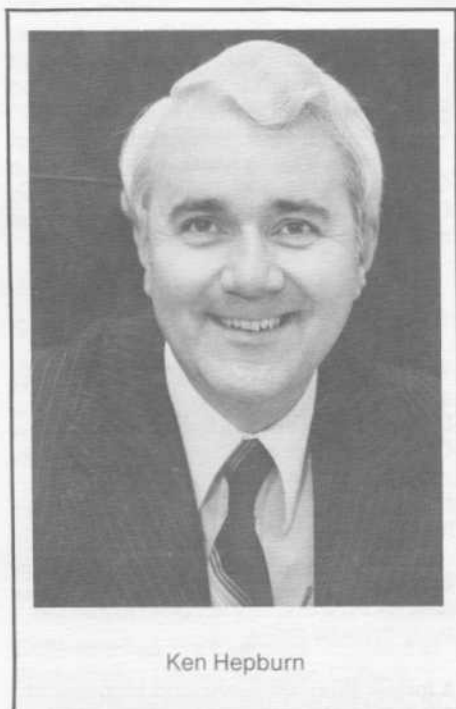
Senior Management switch

Deputy Minister Alain Gourd has announced a transfer of responsibilities at the ADM level between **Ken Hepburn** and **Richard Stursberg**, effective December 15. In the role of Senior ADM, Corporate Policy, Mr. Hepburn's long experience in telecommunications and technology will be brought to bear on the Department's efforts to integrate initiatives in the areas of technology and culture. As ADM, Telecommunications and Technology,

Mr. Stursberg will be applying his special expertise and experience in policy development and government operations to developing new strategies and programs.

A graduate in engineering of the University of Toronto, Mr. Hepburn also holds an MBA from the University of Alberta. He joined the public service in 1958 and worked in several departments including the Department of Transport where he was responsible for the construction of telecommunications facilities and navigational aids for aviation. At DOC he held a number of positions in the former National Telecommunications Branch before becoming Director General in 1973. In 1979, he was appointed ADM, Spectrum Management and Government Telecommunications. Mr. Hepburn was ADM, Telecommunications and Technology prior to being named Senior Assistant Deputy Minister.

Richard Stursberg has been ADM, Corporate Policy, since August 1985. Previously, he was Director General, Strategy and Plans. From 1980 to 1983, he served as Director of Policy Overview and Planning for the Ministry of State for Social Development. A Carleton University graduate in political science and philosophy, he obtained a Master's degree from that institution in 1974. Mr. Stursberg also did graduate work at the University of Michigan, studied management at Oxford University and business at the University of London, England.



A word from the editor...

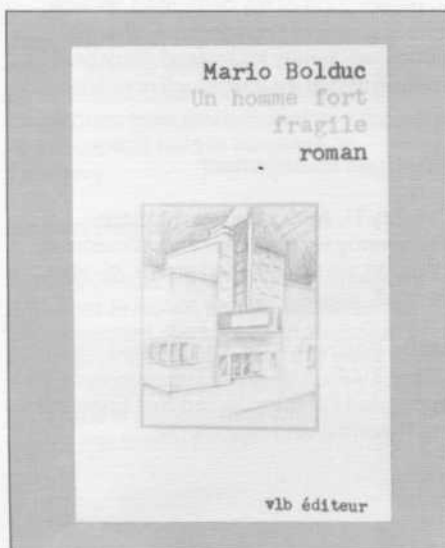
In 1987, we're going to take a fresh look at *Communications Express*. Your views on its contents and format are most welcome. Just drop a line to Liaison and Editorial Services, DGIS, 19th Floor, 300 Slater Street, Ottawa, Ontario K1A 0C8.

DGAC employee publishes novel

Mario Bolduc, an employee in Cultural Affairs and Broadcasting, has written a novel entitled *Un homme fort fragile*, recently published by vlb éditeur.

Mr. Bolduc studied film at York University, wrote screenplays and produced several short films before joining DOC in November 1984. As a Certification Officer in the Canadian Audio-visual Certification Office, his responsibilities include liaising with the Francophone film community and determining whether films qualify as Canadian productions and are eligible for the 100% Capital Cost Allowance Program.

Unlike most writers, Mario chose to begin his writing career with novels rather than short stories, poems or other, less lengthy works. In his view, the concise nature of



short stories places too great a constraint on the writer, just as a play imposes strict limits as to the number of characters, the setting and the plot. The novel, on the other hand, allows him to give free rein to his imagination.

While writing is only a pastime at the moment, Mario already has two novels to his credit; the first, *Les images de la mer*, was published by Éditions du Jour in 1975. He is now hard at work on his third book.

Mr. Bolduc has no other definite plans for future writing projects, beyond a desire to devote a little more time to them. He would also like to try his hand at screenplays once again. It all depends on how things turn out... We wish him every success with his pastime.

Comings and goings

(Since we haven't published an edition of *Communications Express* for quite some time, this section contains information dating back to January 1986.)

Headquarters

DM's office

Marguerite Coste-Halina retired on June 13. Marguerite, who joined the Department shortly after it was created, set up the Executive Correspondence Secretariat for which she was responsible up to her retirement.

Rosemary Doyle-Morier, who was a correspondence officer in the Executive Correspondence Secretariat, is now working in the Operations Branch, Office of the Secretary to the Governor General.

Telecommunications and Technology

Terry Rochefort has left the position of Director, Industry Structure and Services in the Telecommunications Policy Branch, to join the CRTC.

François Turgeon, who was Director, Telecommunications Systems Management with GTA, is now employed by Canada Post.

Jacques Lyrette has become Executive Director, Research, a new position created in Montreal. Previously, he was Director General, Informatics Research.

The former Director General, Space Technology and Applications, **Dr. J.G. Chambers**, is now Director, Space Systems.

The position of Director, Network Development and Standards Policy is now occupied by **Rod Quiney**, formerly of the Privy Council Office.

Carmelita Boivin-Cole, also formerly employed with the Privy Council Office, has been named Director, Industry Structure and Services.

At the Ottawa RCAF Officers Mess on April 3, friends and co-workers said farewell to **Bob Bowker**, a Telecommunications Consultant with GTA. Bob, who joined the RCAF as a trainer and pilot 46 years ago, worked for Bell Canada for 21 years. Before joining DOC, he was employed with the departments of Agriculture, Revenue, and Veterans Affairs. In addition to receiving a number of gifts,

Bob was presented with a plaque from the Prime Minister in recognition of his long involvement with the federal government. Happy retirement, Bob!



Bob Bowker is presented with a plaque by Micheline Desjardins-Chase, DGGT.



Errold Alward receives a plaque and medal from Micheline Desjardins-Chase, DGGT.

More than 80 well-wishers from DOC, government departments and the private sector gathered on June 18, in Ottawa, to honor **Errold Alward**, National Shared Network Analyst in GTA, who retired after 40 years of public service. Errold joined DOC in 1975, following a career in the Armed Forces. At the farewell gathering, he was presented with a certificate from the Prime Minister and an engraved medal in recognition of his dedicated service. Errold's fund of knowledge and experience will surely be missed. Very best wishes to him for a productive retirement.

Spectrum Management

On July 11, **Arthur Carew**, Manager, Frequency Management and Licensing Division, was presented with a 25-year service plaque.

Mario Pittarelli, who was Section Head, Cable TV Planning and Development, was appointed Director, Broadcast Engineering Planning and Standards.

Ed Ducharme was named Director, Regulatory Policy and Planning and Assistant Director General, Radio Regulatory Branch. Previously, he was Director, World Administrative Radio Conference Activities.

Corporate Management

Doug Stewart, Director, Management Practices, left DOC to join the private sector.

The Department has a new Chief Librarian, **Janice Shewchuk**. She was previously Division Chief, Union Catalogue Division, National Library.

Claude Chapdelaine, who was Assistant Director, Personnel Operations, has left the Department to pursue other interests.

Corporate Policy

The position of Director General, Strategy and Plans, is now held by **Alain Desfossés**, formerly of the Privy Council Office. From June 1985 to July 1986, Alain worked with the Nielsen Task Force, heading a study team carrying out a strategic review on environmental quality.

Eileen Sarkar, Director of Plans and Special Projects, has left DOC to join the Privy Council Office.

A former Program Evaluation Manager at DOC, **Barry Bragg**, is now employed with the Public Service Commission.

Paul Racine has become Director General, Federal-Provincial Relations; he was formerly Director General of Information Services. His successor, **Patrick Doyle**, recently left DGIS to become Chief of Staff to the Honourable Marcel Masse, Minister of Energy, Mines and Resources. Information Services' new Director General is **Philip Kinsman**, previously with the Communications Secretariat at the Privy Council Office.

In June, **Paschal O'Toole**, on a one-year secondment from the Solicitor General Canada, joined DGIS as a Special Adviser.

Hélène Ouellet, who was Assistant Press Secretary in the Minister's office, has accepted the position of Executive Assistant to the Director General of Information Services.

Erica Claus has accepted a position as a Senior Program Evaluation Manager with the Program Evaluation Directorate. Formerly, she was Executive Assistant to the Assistant Deputy Minister, Cultural Affairs and Broadcasting.

On April 4, friends and colleagues of **Edna Salter** got together for a farewell luncheon in her honor. Edna's career as a public servant, which spanned 45 years, included a stint in the Navy during the war. In 1947, she joined the Defence Research Establishment at Shirleys Bay. She became a DOC employee when the Department was created in 1969 and transferred to DGIS in 1982. We'll miss Edna's quiet good humor and constant willingness to help. Best wishes to Edna for a well-deserved retirement!



Cultural Affairs and Broadcasting

Guillaume Bissonnette has left the position of Director, Legislation and Cabinet Liaison, for that of Director, Publishing Policy and Programs.

The former Director General of Federal-Provincial Relations, **Charles McGee**, is now Director General of Cultural Policy and Programs.

Catherine Tail, the Executive Assistant to the Assistant Deputy Minister, Cultural Affairs and Broadcasting, has left DOC to take up new responsibilities with Telefilm Canada in Montreal.

Atlantic Region

Camille LeBlanc, Official Languages Program Co-ordinator for the Region, has accepted a two-year secondment to the Communications and Culture Section as a Special Projects Officer.

In March, **Gordon Pole**, Regional Systems Development Consultant in the Moncton Office, and **Don Smith**, District Supervisor for Nova Scotia, exchanged positions for an indeterminate period as a career-development move for both.

Monique Pelletier, who joined the Department in April as a Communications Development Officer, will be responsible for the Regional Information Program. Monique came to DOC from Consumer and Corporate Affairs Canada where she was Communications Adviser for the Atlantic Region.

Radio inspector **Kevin Bennett**, who worked out of St. John's, Newfoundland for nine years, has accepted a transfer to the Toronto District Office.

Quebec Region

After 32 years in the public service, **Jacques Bourassa**, Regional Manager, Authorization, retired in December. Best wishes to you, Jacques!

François Draper, formerly Chief of Operations and Deputy Regional Director, Montreal, became the Director, Spectrum Management Operations, in Ottawa, on December 31.

At the end of January, **Jacques Pageau**, a Radio Inspector at Saint-Lambert-de-Lévis, left DOC to take up similar responsibilities with the Department of National Defence in Ottawa.

Ontario Region

Eric Hopper is the Region's new Systems Adviser. Prior to his appointment, Eric was with Veritaaq Technology House Inc., in Ottawa. **Cheri Duval**, who joined DOC in 1980, was recently appointed Administrative Support Supervisor.

After spending more than 13 years with the Department, **Joe Calico**, Field Operations Supervisor with the Toronto District Office, has joined Ontario Hydro. Over the years, Joe was involved with all phases of district office work in both licensing and enforcement. Responsible for recruitment of electronic technologists, he helped select many of our current radio inspectors. We will surely miss Joe's fund of knowledge and much-appreciated expertise.

In the Hamilton District Office, **Bruce Genery** was appointed to the position of Radio Inspector, while **Merrill Moore** and **Ron Wheeler** were appointed District Office Supervisors. In Belleville, **Al Nixon** was named District Office Supervisor.

Jack Whitaker, Manager in Kingston, retired after 29 years with the federal government. Jack was honored by his colleagues from government and industry at a reception held in Kingston, in February.

Central Region

In early January, friends and colleagues gathered to honor **W.A.R. Johnston** on his retirement. Bill had been Regional Director in Winnipeg since 1971. His good humor and easy manner were a definite plus for the Region. Best wishes for an active retirement to Bill!



Robert Gordon, ADMSM, left, makes a presentation to W.A.R. Johnston on his retirement.

Dan Kerr, previously Spectrum Allocation Technologist in the Regional Office, was appointed Manager of the Winnipeg District Office in February. **Ray Morin**, of the Edmonton District Office, has accepted the position of District Manager in Saskatoon.

In April, **Andy Cobham** left Winnipeg to become Senior Policy Adviser with the Spectrum Management Policy, Planning and Assessment Directorate at Headquarters. Since mid-July, **Gerry Loewen** has been Regional Manager, Spectrum Control; and **Kevin Paterson**, formerly a specialist in spectrum management systems, has taken up the duties of Regional Manager, Authorization.

On June 23, **Hank Gibson**, Supervisor, Mobile Services, retired after 30 years of government service. After joining the Department of Transport in 1955, Hank transferred to the Department of Communications in 1969. We all wish you an enjoyable retirement, Hank!

Pacific Region

Diane Larsen, a Radio Inspector with the Vancouver District Office, recently won a competition for the position of District Manager, Whitehorse. Diane, who took up her duties in the Yukon in June, will be in the North for a minimum of two years. A DOC employee for six years, Diane is the Department's first woman District Manager.



Ose Spray, Registry Clerk with the Regional Office, retired at the beginning of July. Ose was with the Department for more than nine years. After more than 16 years in the public service, Regional Administrative Services Officer **Anne Francis** retired on August 1. Previously employed with the Department of Transport, Anne joined DOC when the Department was created. To Ose and Anne, sincere good wishes for an enjoyable retirement.

Together we care

Outstanding! That's the only way to describe DOC's contribution to this fall's 11th United Way campaign. Thanks to the generosity of DOC employees and the unstinting efforts of our campaign workers, our target of \$60,287 was exceeded by \$13,042.

Over the years, DOC has demonstrated its concern about the community. Through employee donations, more than 87 charitable organizations have been able to assist approximately 150,000 persons in need.

The Ottawa Distress Centre and Tel-Aide Outaouais are two of the agencies supported by the United Way in the National Capital Region. Both are telephone



distress centres using trained volunteers to provide information and offer confidential assistance to the lonely, distressed and those in crisis. Similar telephone assistance services exist in other centres and a number of them, such as those in Vancouver, Edmonton, Winnipeg and Toronto, are supported by the United Way.

An "artsy" engineer

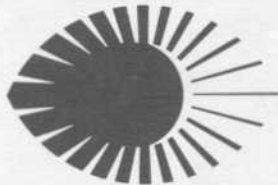
A Broadcast Engineer in the Pacific Region, **Stanley Dzuba**, is also a sculptor and President of the B.C. Sculpture Society. He was recently honored when the bronze cast of his bust of W.A.C. Bennett was presented to the former B.C. Premier's son, Bill Bennett, also a former Premier. The work was commissioned by the Province of British Columbia.



DOC helps the Eye Institute

During the last week of May, volunteers from DOC raised almost \$1,800 for the Ottawa General Hospital's proposed Eye Institute at display tables in the foyer at Headquarters, and in the cafeteria at the CRC. The DOC campaign was co-ordinated by **Jean Bélanger**, from the Corporate Management sector.

The results of these lunchtime efforts represented 14 percent of the total \$13,289 in public service contributions. This initiative, part of a low-key campaign to reach public servants, complemented the



ongoing public fundraising campaign to help establish Canada's first combined clinical and research eye institute. Heartiest congratulations to all participants and donors!

The artist and the computer

Thirty years ago, the eminent British scientist and author, C.P. Snow, sounded the alarm about the growing division in society between "two cultures": broadly speaking, science and the arts. There is plenty of evidence today to show that his concerns would still be justified. On a practical level, however, more and more artists are turning to the latest that science and technology has to offer. Quite simply, the computer revolution is changing the very forms that artists use to express themselves.

In Canada, the cultural community is trying out a host of new technologies to aid them in their creative search. Little by little, artists are discovering how easy it is to use a computer. Visual artists are experimenting with computer-based graphics. Musicians use them to orchestrate compositions. Theatre managers need them to store and recall instantly the vast number of details involved in running a theatre.

Even box offices benefit by relying on computers for ticket sales and accounting.

DOC is doing its part to help Canada's cultural community take advantage of the opportunities the new technologies afford. Its aptly named Cultural Initiatives Program offers financial incentives to arts projects that make use of the information revolution in imaginative ways.

In Vancouver, the EDAM dance troupe links computers and video cameras to a music synthesizer. The movements of EDAM's dancers across the floor are filmed by the cameras and "interpreted" by the computer, which identifies each movement with a corresponding sound on the synthesizer. Thus, the dancers create not just dance, but music as well.

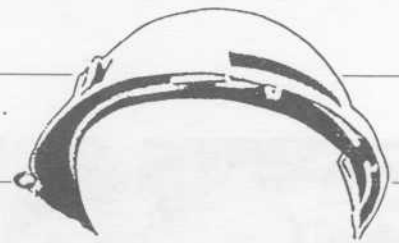
In Waterloo, Ontario, a museum co-operative has developed a computerized collections management and data

retrieval system. The system is shared by a local network of 10 museums which, by pooling their resources, benefit the entire community.

And at the University of Quebec in Montreal, artists experiment with the electronic treatment of pictures. Using state-of-the-art equipment in a "télématique" laboratory, a number of prominent Quebec artists have created works by computer, producing a three-dimensional artistic impression.

Each of these projects has been funded by the Cultural Initiatives Program, which seeks to foster new methods of artistic expression. As one Program Officer put it, "The projects help demystify technology while encouraging artists to become actively involved in developing its potential for creativity and communications."

Under the safety hat



The newly amended Canada Labour Code applies to all federal public servants. How do the latest changes to the Code affect your safety and health in the workplace? What are the Department's responsibilities to ensure your safety? How are you expected to support health and safety in the workplace?

In case you missed the June 20 communi-gram issued by ADMCM explaining the amendments to Part IV of the Code, further information is forthcoming: health and safety co-ordinators for each sector and region are organizing information sessions for this fall. By December 1986, regardless of where you work, your

interests will be looked after by a designated health and safety representative.

In the meantime, take an interest in your safety and health. Your supervisor will be glad to answer any questions you may have.

Where's the fun? At the CRC EA!

With three social events to organize, the CRC Employees Association keeps pretty busy all year round. It is responsible for the CRC's annual golf tournament, children's Christmas party and holiday dinner-dance.

Established a number of years ago, the Association has recently taken on new vigor. Undoubtedly, one of the reasons for this is the enthusiasm and practical approach of its executive committee. For example, it is easy to keep track of its membership — anyone working at the CRC is a member. The committee has also mastered the art of advance planning: its

Christmas dinner-dance was well in hand in August!

The Association's annual golf tournament, held just after Labor Day, attracts a range of players, from the first-timer to the expert. Because the scoring system takes into account the wide range of playing skill, there is still a challenge in the game for everyone.

Rachel Lessard, the Association's president, says the children's Christmas party, held in December for the children of CRC employees, is her favorite event. Last year, for each of about 100 kids up to the

age of 12, there was a gift, refreshments, and entertainment from a magician and a juggler. Most important of all, there was a visit from Santa, who, as a pioneer sky-traveller, finds his way around the Centre quite well!

Another highly anticipated staff get-together is the annual Christmas dinner-dance. As in the past, this year's party, held on December 6 in South March, was a great success. It was a pleasure to see the happy crowd stepping lively on the dance floor and enjoying the plentiful holiday fare!

Santa's visit to CRC in December 1985, with elf, Rachel Lessard, on Santa's left.

