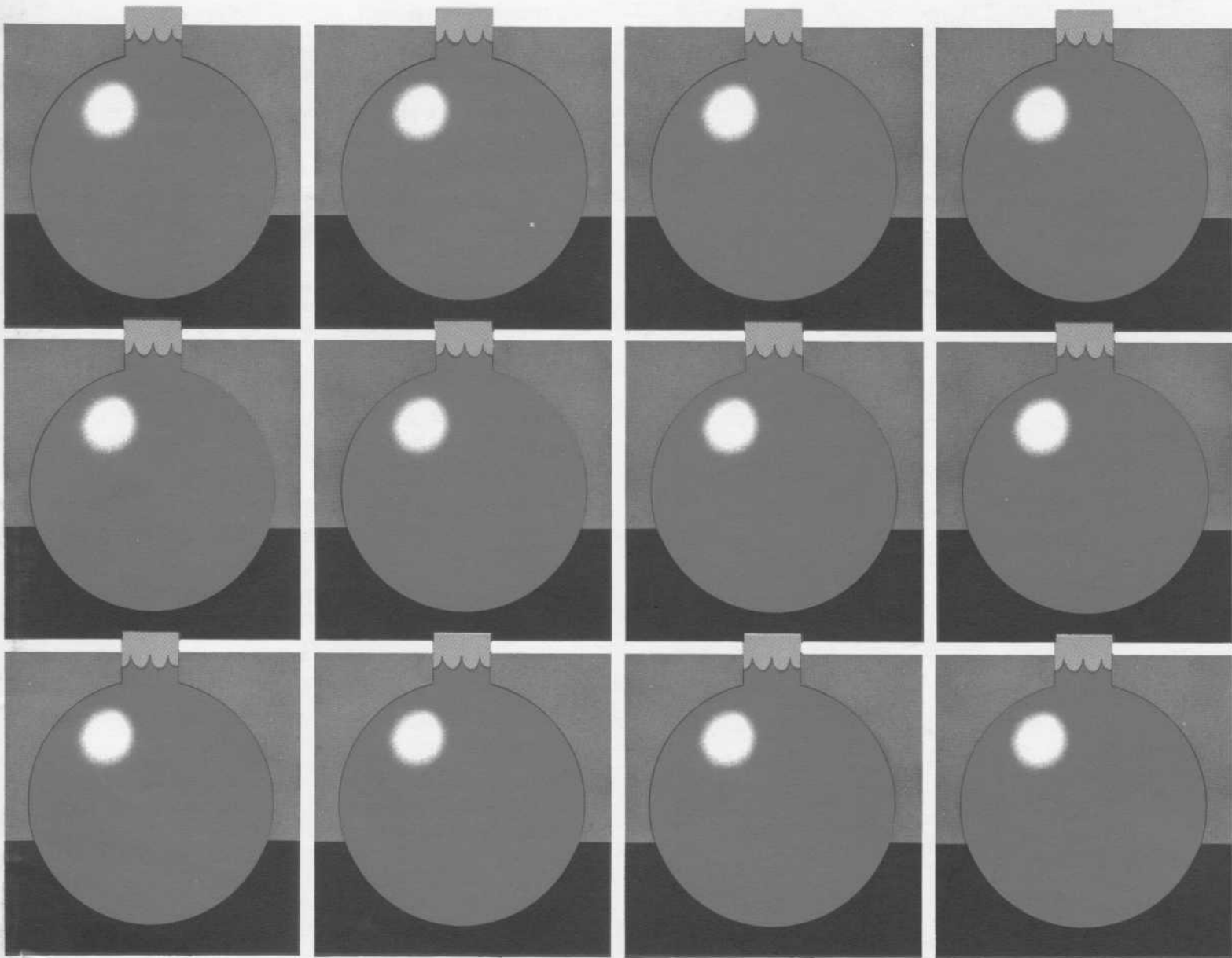


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COVER

Designed by Jean Miville-Deschênes of the Print Design Section, Queen's Printer.

EDITOR

Yvonne McWilliam

THE DOT is a Department of Transport staff magazine published under the authority of the Minister, Hon. J. W. Pickersgill, by the Information Services Division.

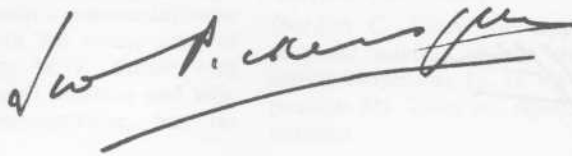
Did You Know?

- Canada's lowest temperature ever, 81 degrees below zero, was officially recorded at Snag, Yukon on February 3, 1947.
- Canada's highest temperature, 115°F, was officially recorded at Gleichen, Alberta on July 28, 1903.
- Less snow falls in the Arctic than practically anywhere else in Canada.
- Fifty hurricanes have visited Canada in the last 50 years.
- Canada has added two words to the weatherman's dictionary—chinook and blizzard.
- A desert is a place getting less than 10 inches of rain a year. Parts of British Columbia are desert by this definition.
- Canada's weather service is 28 years older than Canada—it began in Toronto in 1839, 126 years ago.
- Daylight saving time was invented in Canada.
- The windiest place in Canada is not the corner of Portage and Main in Winnipeg, but Cape Hopes Advance in Northern Quebec.
- Despite talk of "April showers", April is not the rainiest month in Canada—in fact, in most parts it is one of the least rainy.
- The most northerly weather station in Canada is at Alert on Ellesmere Island, 600 miles from the North Pole.
- The highest weather station in Canada sits atop Old Glory Mountain in southern B.C.
- One hundred years ago grammar schools were required by order to take daily weather observations.
- Despite the old saying, the fact is that it is never too cold to snow.
- Tornadoes do occur in Canada. Regina suffered severe damage from one in 1912, and Sarnia was heavily hit in 1957.

Christmas has about it a universality of mood if not of place. Traditionally, it is a time to exchange greetings with friends and family, a time to think of others, to review the tasks we have accomplished and ponder a little what lies ahead.

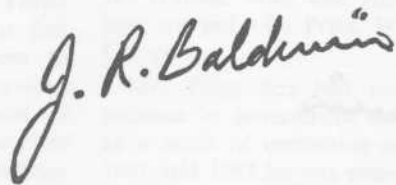
I welcome this opportunity to extend to you and your families my warmest Christmas greetings and good wishes for a peaceful and prosperous New Year.

I should like, as well, as Minister of Transport, to express my appreciation for your fine service to the department throughout the year.



Once again the sparkling season is with us. The most joyous of holidays passes on to the ending and the beginning that mark the New Year.

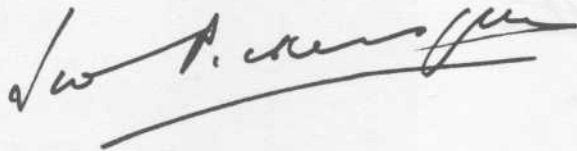
Once again I send my thanks to all of you for the service that made 1965 a good year for the Department of Transport; and once again I seek your help in our continued goal of service in 1966.



L'esprit de Noël se retrouve sous toutes les latitudes. C'est l'occasion d'échanger des souhaits avec les amis et la famille, de songer à autrui, de faire le point sur le travail accompli, de s'interroger sur l'avenir.

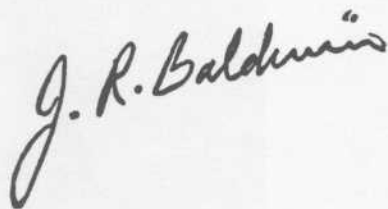
J'en profite pour vous formuler mes vœux les plus sincères d'un joyeux Noël et d'une Nouvelle année dans la paix et la prospérité.

A titre de ministre des Transports, je vous remercie d'avoir collaboré avec tant d'ardeur à l'œuvre du Ministère durant l'année écoulée.



C'est de nouveau la période des Fêtes qui fait le pont entre l'ancienne et la Nouvelle Année.

De nouveau, je vous remercie de l'ardeur au travail que vous avez manifestée au cours de l'année qui s'achève, et grâce à laquelle le ministère des Transports a abattu une besogne considérable. Je souhaite que cet effort se poursuive en 1966, et je compte sur votre précieuse collaboration.

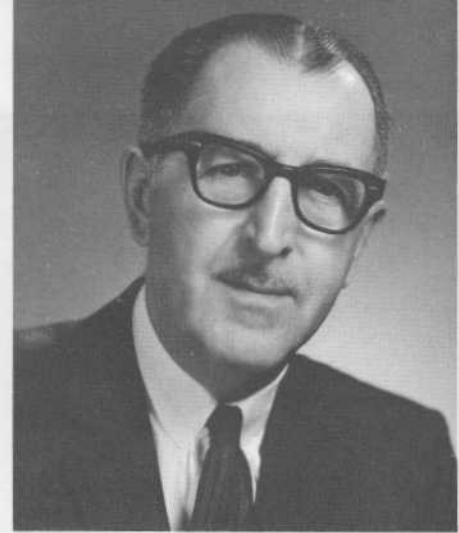




J. Roy Baxter



Gordon C. Tilley



Emile D'Aoust

New Appointments

J. Roy Baxter

J. Roy Baxter, assistant deputy minister, personnel and administration, has been appointed D.O.T. representative at Canada House in London, England. He assumed his new duties in mid-November.

For some years the department has had a civil aviation and telecommunications representative at Canada House. It has now been decided to appoint a representative to London to deal with the whole area of departmental activity. W. R. Butler, who has been acting as civil aviation and telecommunications representative, has returned to Canada.

Mr. Baxter goes to London for a two-year term. He will keep abreast of major policy developments in the field of transportation in Britain, particularly as they affect D.O.T. general operations and regulatory practices. He will also assist External Affairs, as required, in policy exchanges or negotiations with British ministries. As well he will participate as an observer, or as a delegate, at special meetings and conferences where departmental representation is needed.

Mr. Baxter was born at Carleton Place in 1908 and received his education at Smiths Falls and Ottawa. He began his government career with the former Department of Immigration and Colonization and served in Ottawa, Indianapolis, Chicago, Regina and Winnipeg. In 1934 he was appointed to the Canada Travel Bureau when that organization was first established and moved from there to become chief personnel officer, air services, on the creation of the Department of Transport in 1936. In 1948 he became chief of personnel and seven years later, director of administration and personnel. He was appointed assistant deputy minister, personnel and administration, in April of this year.

Mr. Baxter has been interested in the development of several associations and organizations in Ottawa. One of the founders of the Civil Service Recreational Association (The R.A.), he is a past president and was on the Board of Directors for 25 years.

Gordon C. Tilley

Gordon C. Tilley was appointed senior financial adviser of the department effective November 15. In his newly-created position Mr. Tilley will report to the deputy minister.

A native of Ottawa, Mr. Tilley graduated from Queens University in 1936 with a Bachelor of Commerce degree. He joined the firm of Geo. A. Welch and Co. and in 1940 qualified as a chartered accountant. He joined Cockshutt Plow Co. Ltd. in Brantford in 1941 and later became secretary-treasury of that company. In 1946 he resigned to join the H. J. Heinz Co. of Canada Ltd., as comptroller. He was given the added duties of secretary-treasurer of the company in 1950 and a year later was elected to the board of directors.

Mr. Tilley returned to Ottawa in 1955 to serve as vice-president of Robertson Pingle and Tilley Ltd. In addition to his interest in this firm, in 1957, he became a director of the management consulting firm of W. Wallace Muir and Associates which later merged with Price, Waterhouse and Company.

Mr. Tilley has had considerable experience in government financial matters as a result of consulting assignments. In 1961 and 1962 he was engaged on several assignments with the Glassco Commission and in 1963 was involved in a major financial management study in the Department of Agriculture.

Mr. Tilley is a Fellow of the Institute of Chartered Accountants of Ontario. He is a past president of the Ottawa Board of Trade and of the local Chartered Accountants Association.

Emile D'Aoust

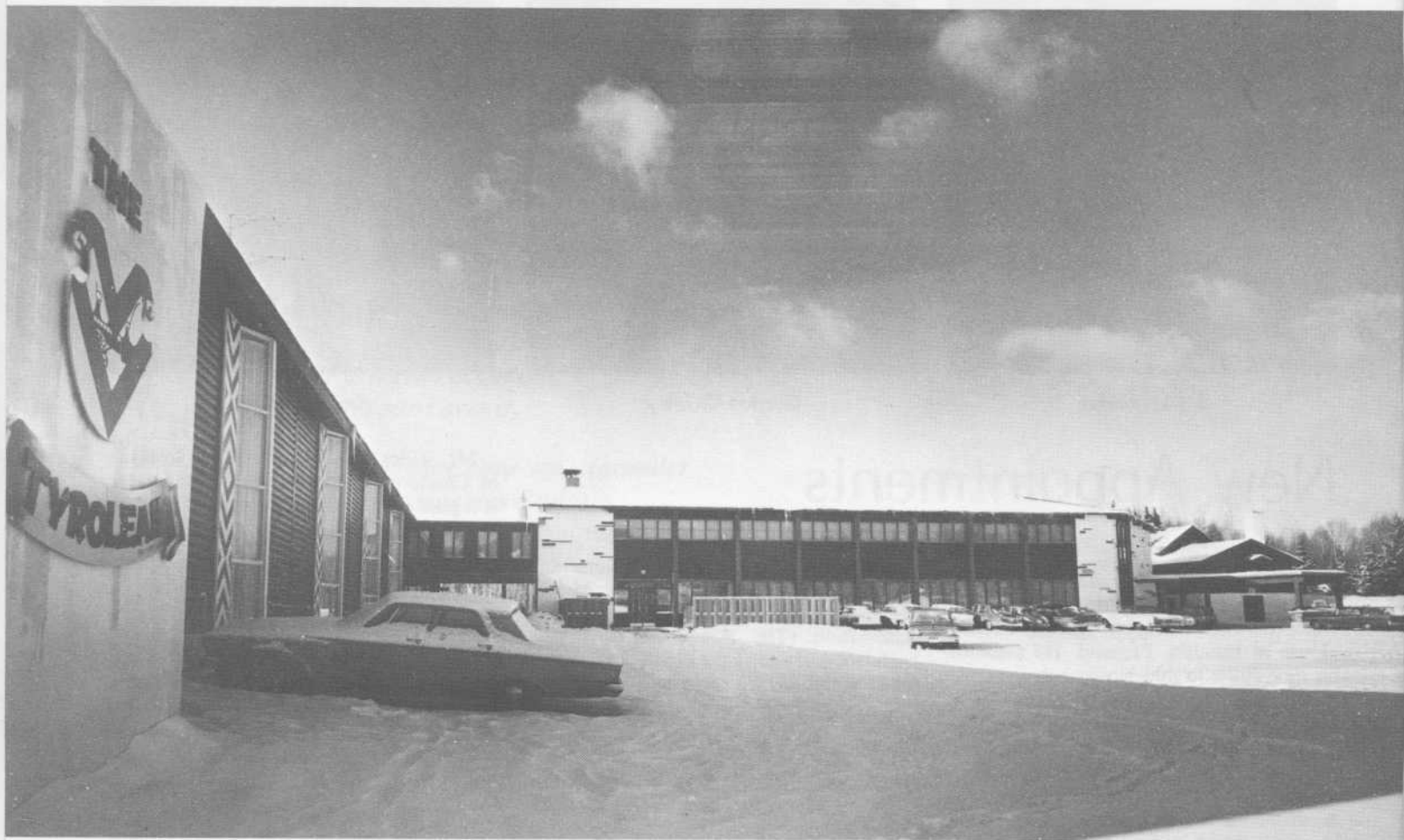
Emile Daoust, 58, former chief architect, standard terminals and general buildings, has been appointed as successor to George W. Smith, director of the air services construction engineering and architectural branch.

Mr. Daoust, a native of Montreal, received his primary and secondary schooling in Montreal and began his studies in architecture at the Ecole des Beaux Arts (University of Montreal) in 1924.

In 1930 he graduated, winning a travelling scholarship in architecture which took him to continental Europe. On his return he joined the architectural department of the City of Montreal as a junior architect and designer. In 1934 he went to Europe again for a year, furthering his studies in Holland, France, Belgium and Spain.

He entered the Quebec Government service in 1935 as an architect. In 1939 he returned to the service of the City of Montreal remaining there until he joined the Royal Canadian Corps of Engineers in 1941. He became camp engineer at Valcartier military camp, where he served until 1945. He attained the rank of captain. He then went back to Montreal, again in the city service, and became assistant chief architect in 1947. Nine years later he was named chief architect. He joined the Department of Transport air services in 1959 and was appointed chief architect, standard terminals and general buildings, in January, 1965.

Mr. Daoust is a member of the Royal Architectural Institute of Canada and of the Province of Quebec Association of Architects.



Mont Gabriel Lodge

D.O.T.'s senior management people will soon have a chance to study the problems of introducing a decentralized system of financial management, as well as the latest in management concepts, with leading business executives, university professors and public servants.

Two groups of 65 D.O.T. officers each, ranging from branch directors to division chiefs and their field counterparts, will attend management seminars at Mont Gabriel Lodge near Montreal. The lodge affords a comfortable retreat atmosphere away from business interruptions. The first group will convene January 3-14 and the second from April 11-22. It will be the first time that senior representatives from air, marine and the various administrative services across Canada will meet together.

These seminars have been timed to take place before the start of the 1965-66 fiscal year in view of the steady progress towards implementation of the new financial management plan outlined in the November/December issue of the D.O.T.

The seminars, which are unique in the public service, will examine the fundamentals of the new system, delegation and accountability, and the implications for senior management and the department as a whole. Their aim is to answer the "what" and "why" of the new management system. The department's implementation team, through field visits, will instruct employees in the "how".

Deputy Minister John R. Baldwin, believing that a government department could benefit from the successes experienced by private industry with senior management courses, asked the training and development division to organize these seminars and handle the many details of planning. The seminars will be directed by Darrell DeBow, chief of the division, with Don

Black, the division's superintendent of research, as program co-ordinator.

In order to tailor the program to the problem of introducing a whole new philosophy of management, the department engaged an expert in the management field. Dr. F. D. Barrett, director of Queen's University Executive Development Program, was the man selected for the job. He has had considerable experience in setting up and running executive development programs for the Canadian Forces, CNR and Aluminum Company of Canada, to mention but a few.

Dr. Barrett's seminar formula goes from the general to the particular and wherever possible each topic is examined from three standpoints:

- (1) Examination of each concept itself with speakers from Canadian universities and industry.
- (2) Examination of each concept in relation to government, using the experience of leading public servants in other departments.
- (3) Examination of each concept in relation to D.O.T. itself with speakers from the department.

By this technique Dr. Barrett hopes to expose the real nature of the changes in D.O.T.'s management philosophy—changes which place D.O.T. in a leading role in forward-looking management in the public service. They will delve into the theory of the new management and its challenges so that senior personnel will be cognizant of the policy framework in which they will operate.

By means of adequate financial and statistical reports managers will set up their own long and short range goals, and budget to achieve them. There will be new re-alignments of responsibilities. Field officers will carry out the operations and have authority to

New D.O.T. Management Philosophy topic of Senior Management Seminars

make operational decisions. This will enable headquarters staff to devote more time to the development of policies, to setting departmental objectives and developing long range plans to accomplish them, to setting standards and control procedures, to the application of new technology to departmental operations and similar duties designed to ensure progress, in pace with the times.

With these sorts of objectives it is not surprising that the seminars looking into the new philosophy will delve into the very basis of management. Titles of talks include Modern Management Concepts; Stages In Management Thinking; The Manager's Role in Innovation; Centralization versus Decentralization; The Role of Staff in Relation to Line in a Decentralized Organization; and Problems in Delegation.

Of course, not all will be theory. Dr. G. F. Davidson, secretary of the Treasury Board, will speak on "Changing Management Concepts and Practices in the Public Service; Trends and Directions". Mr. Ronald Ritchie, formerly executive director of the Royal Commission on Government Organization, will deal with the subject of "Management Recommendations in the Glassco Report"; Deputy Minister of Finance R. B. Bryce will speak on "Financial considerations in the formulation of government economic policy". Mr. D. R. Yeomans, assistant to the secretary, Treasury Board, will discuss "The Role of Treasury Board".

Dr. J. E. Hodgetts will be the speaker at the wind-up banquet. A well-known author and the outstanding authority in the field of public administration, Professor Hodgetts was editorial director of the Royal Commission on Government Organization. His subject will be "The Future of Public Administration".



Dr. F. D. Barrett

D.O.T. itself will be closely examined. The Minister will speak on the department's role in Canadian society. D. G. Tilley, senior financial adviser, and Eric Winsor, chief, airports and field operations, will outline the new system of financial management. Deputy Minister Baldwin will discuss line-staff relationships under the new system and there will be many other D.O.T.-oriented lectures.

Several sessions will be devoted to "experience reports" including the decentralization experience of CNR and the management philosophy of Dominion Electrohome. Actual case studies from the files of the Harvard Business School will also be used to see what happens to an organization which changes from a centralized to a fully decentralized system.

As well, the implications of the new system on the human elements in the department have not been neglected. Mr. J. J. Carson, Chairman of the Civil Service Commission will speak on the new role of the Civil Service Commission in its relation to government departments and Mr. J. D. Love, Assistant Secretary, Personnel Policy, Treasury Board will elaborate on those aspects of personnel management coming under the aegis of the Treasury Board. Mr. W. A. MacPherson, Director General, Personnel and Mr. J. I. Carmichael, Director Management Services will be on hand to elaborate on the professional staff service capabilities. These are being developed in such areas as personnel administration, management services and training and development in order to help managers who have problems in these areas and who seek these services. Much of the second half of the seminars is devoted to the study of the impact the new system will have on D.O.T. people.

The topic headings reveal that the seminars are not intended to provide a handbook of "do's and don'ts"—Dr. Barrett hopes heads will not end up merely saturated with facts. Only one third of the seminar time is devoted to lectures; the rest is for participation and discussion.

The topics have been chosen in such a way that the manager will tend to look at the department in relation to Treasury Board and the Civil Service Commission and the development and policies of the public service as a whole.

They are intended to provoke thought and provide understanding as D.O.T. embarks on its new way of management life which should shortly be reflected at all levels of department operations.

The Department of Transport provides a great many services to the Canadian people, services which must keep pace with the technological revolution which is sweeping the world.

We in the Department of Transport are continuously striving to meet the needs of Canadians wherever they may be located. I believe that our new management system will enable our field managers to provide on-the-spot services of the highest calibre. At the same time our managers at headquarters will be able to keep abreast of change and contribute to the progress which is the mark of this generation.

J. W. Pickersgill

The decision to introduce new arrangements regarding financial management will increase the responsibilities of senior officers at headquarters and in the field. The change in our way of conducting the business of the department and the re-alignment of duties in certain instances will create new problems for which there are no easy solutions. It is essential that senior administrators acquire an appreciation of the principles upon which management decisions should be based.

The experience of the financial management implementation team has also confirmed the department's earlier impressions that the implications of the new plans will extend beyond the development of a financial organization and the introduction of a new set of financial procedures. The management of physical and human resources must also be modified in keeping with the new concepts. In effect, the total management philosophy and system of the department is in a state of change which reflects the trends which are taking place in the public service as a whole.

The objective of this seminar is to review the problems which face us and discuss the impact the new concepts will have. I believe the experts we have selected to lead the discussions will be able to give an insight into the "what" and the "why" of the new management system. If everyone has an appreciation of these implications, implementation should follow with less difficulty.

J. R. Baldwin

Les membres du personnel de direction du ministère des Transports auront bientôt l'occasion d'étudier, sous la conduite de personnalités des milieux d'affaires, de professeurs d'université et de fonctionnaires, les problèmes que pose la décentralisation de la gestion financière ainsi que les théories les plus récentes dans le domaine de la gestion.

Deux groupes de fonctionnaires du ministère des Transports, comptant chacun 65 personnes, et comprenant des directeurs et des chefs de division affectés au bureau central, ainsi que des chefs de divers bureaux extérieurs, participeront à des journées d'étude sur ce sujet à l'auberge du Mont-Gabriel, près de Montréal. En plus d'offrir tout le confort nécessaire, cet endroit est un oasis de tranquillité où on n'a pas à craindre les interruptions de son milieu de travail.

Les membres du premier groupe se réuniront du 3 au 14 janvier et ceux du second, du 11 au 22 avril. Ce sera la première fois que des fonctionnaires supérieurs des services de l'Air, de la Marine et des divers services administratifs du Ministère par tout le Canada auront l'occasion de se réunir.

La date de la tenue de ces journées a été fixée de manière qu'elles aient lieu avant le début de l'année financière 1965-1966, étant donné les progrès constants accomplis dans l'application du nouveau programme de gestion financière dont les grandes lignes ont été exposées dans la livraison de novembre/décembre de notre revue.

Ces journées d'étude, qui auront lieu pour la première fois au sein de la fonction publique, permettront aux participants d'étudier les principes fondamentaux du nouveau système, à savoir le principe de la délégation et celui de la responsabilité, ainsi que les répercussions qui en résulteront pour le personnel de direction et l'ensemble du Ministère. Ces journées ont pour but de définir le nouveau système de gestion et de motiver son établissement. Il incombera à l'équipe d'application du Ministère, à l'occasion de visites dans les divers bureaux extérieurs, de renseigner les employés sur les moyens qui doivent en favoriser l'application.

Le sous-ministre des Transports, M. John R. Baldwin, étant persuadé qu'un ministère de l'État pourrait profiter des heureux résultats qu'ont connus les entreprises privées grâce à l'institution de cours à l'intention du personnel de direction, a demandé à la Division de la formation et du perfectionnement d'organiser des journées d'étude et de s'occuper des nombreux détails de l'organisation. Les journées seront sous la direction de M. Darrell DeBow, chef de la division; M. Don Black, surintendant des recherches à la même division, agira en qualité de coordinateur du programme.

Une nouvelle conception de la gestion fera l'objet de journées d'études

Afin d'organiser le déroulement du programme de manière à étudier le problème que pose l'établissement d'une conception toute nouvelle de la gestion, le Ministère a fait appel aux services d'un spécialiste dans ce domaine, en la personne de M. F. D. Barrett, directeur du programme de perfectionnement du personnel de direction établi par l'Université Queen's. Ce dernier a acquis une vaste expérience dans l'établissement et l'organisation de programmes de ce genre à l'intention des Forces armées du Canada, du personnel des chemins de fer Nationaux du Canada et de la Compagnie d'aluminium du Canada, pour n'en mentionner que quelques-uns.

Au cours des journées d'étude qu'il organise, M. Barrett veut faire passer les participants du général au particulier et, dans la mesure du possible, il désire leur faire étudier chaque sujet sous trois aspects différents:

(1) Étude de chaque sujet avec la collaboration des personnalités des universités et des entreprises industrielles du Canada.

(2) Étude de chaque sujet en fonction du domaine gouvernemental, en faisant appel à l'expérience de fonctionnaires supérieurs d'autres ministères.

(3) Étude de chaque sujet en fonction du ministère des Transports, avec la collaboration de fonctionnaires du Ministère.

voir suite à la page 14



Jim Baker studies in his room at residence



Lois Bateman takes notes at lecture



Cathy Kendall and her father visit

\$2,500 Awarded to D.O.T. Scholars

The names of the five 1965 winners of D.O.T. scholarships were announced in September.

James W. Baker, Gander, Nfld.;
Lois E. Bateman, Moncton, N.B.;
Catherine Kendall, Toronto, Ont.;
Nancy Jane Dobson, Dartmouth, N.S.;
John Harris, Ottawa, Ont.

With the department's scholarship program now in its third year this brings to 11 the number of sons and daughters of D.O.T. employees who have won a financial assist with first year university expenses. In 1963 \$400 scholarships were awarded to Roberta Pattison of Saskatoon, G. Kenneth Hryciw of Edmonton and Howard Baker Jr. of Gander. In 1964 the winners were Denise Stone of St. John's' Nfld., Krystyna Tusiewicz of Toronto and Marilyn Clysdale of North Bay.

An increase in the principal invested, and a subsequent rise in the interest earned, made it possible this year to add to both the number and amount of the scholarships so it was decided to have five \$500 awards.

The scholarship program was established in 1962 with money donated by employees who had belonged to the department's group insurance plan prior to the introduction of the comprehensive government surgical-medical insurance plan. Surplus money was returned to D.O.T. by the insurance company and contributors to the plan were given the opportunity of receiving a refund or donating it to a scholarship fund. In all, some \$60,000 was donated and a board of trustees was set up to administer the fund.

To be eligible a student must first be a dependent of an active or retired D.O.T. employee. As well, he or she must not be in receipt of scholarships valued at more than \$1,000. They can

receive \$500 in other awards and the D.O.T. one, or \$500 to \$900 in others and an equally reduced portion of the D.O.T. one.

This year 41 aspirants from across Canada applied. Their applications were turned over to the scholarship committee of the Canadian Universities Foundation, which assessed each one on the basis of scholastic standing and personal qualities.

Serving on the committee were Professor Allan Earp, registrar of Carleton University, Ottawa, who acted as chairman; K. J. Cleary, registrar of Halifax's Saint Mary's University; R. R. Jeffels, registrar of the University of Victoria; Dr. Claude St. Arnaud, registrar of the University of Montreal and Dr. J. K. Watson, registrar of the University of Western Ontario, London. After careful consideration they selected five winners, plus 10 alternates, in the event that any of the winners would have to decline. As it was three did—Heather Murphy, daughter of Mrs. Margaret Murphy, senior stenographer, Toronto region air services; William Doubleday, son of W. B. Doubleday, inspector-in-charge of radio regulations at Kingston and Derek C. Oppen, son of Captain F. C. Oppen, assistant port manager, National Harbours Board, Montreal. All had won other scholarships valued at more than \$1,000.

The five 1965 winners are now well into first year studies at their respective universities and each has expressed thanks to the employees of the department for the most welcome assistance. The department and their parents are proud of these young men and women. Perhaps, proudest of all is Gander Radio Technician Howard Baker. In 1963 his oldest son Howard received one of the D.O.T. scholarships and this year son James topped the list of 1965 winners.



J. of T. residence



Nancy Dobson shows D.O.T. cheque to Dad



John Harris checks a reference at McGill Library

James Baker

Jim, 17 years old, is a native Newfoundlander. He received his education in Gander primary schools and graduated from the Gander Collegiate last year. He is now enrolled in first year engineering at Memorial University in St. John's.

Jim's interests include stamp collecting, chess and curling.

Lois Bateman

Eighteen-year-old Lois is the daughter of Chesley Bateman, storeman at Moncton region air services, who has been a D.O.T. employee for the past 16 years.

She obtained her elementary and high school education in Moncton, graduating from Harrison Trimble high school last spring. Throughout high school Lois maintained an honors average along with being active in several extra-curricular activities. She played badminton, volleyball and soccer and won the ladies singles championship at a local badminton club last spring.

Lois is now in her first year at Dalhousie University, enrolled in courses leading to a Bachelor of Science degree. She plans to major in biology or chemistry.

Catherine Kendall

Daughter of G. R. Kendall, a meteorologist in the climatological division of the meteorological branch, Catherine is 18 years old. She received her elementary schooling at Port Credit, Ontario and attended T. L. Kennedy high school at Cooksville.

Cathie graduated with an 84 percent average on Grade 13 examinations and won a \$400 Ontario government scholarship. Enrolled at U. of T. in a mathematics course, she occupies a room in the same residence of which her mother was head girl some years ago.

Cathie is interested in ballet and painting and spent some time in recent summers at the Doon School of Fine Arts. This past summer, though, she worked as a waitress at a golf club to help pay her college expenses.

Nancy Dobson

Nancy Dobson, 16, is the daughter of Lloyd B. Dobson, personnel officer at Dartmouth Marine Agency. Born in Halifax, she completed Grade 11 at Queen Elizabeth high school last June.

An honor student throughout her high school years, Nancy obtained a 92 per cent average and won a \$500 entrance scholarship to Dalhousie University, where she is now enrolled as an Arts student.

Nancy is interested in languages and spent last summer on an exchange visit with a French-speaking family in Quebec City. She would like to pursue a career in the diplomatic service after college graduation and help realize one of her ambitions to travel.

Nancy's other interests include badminton, music, reading and sewing. As well, during high school she was a member of the Hi-Y organization and a delegate to a United Nations Model Assembly.

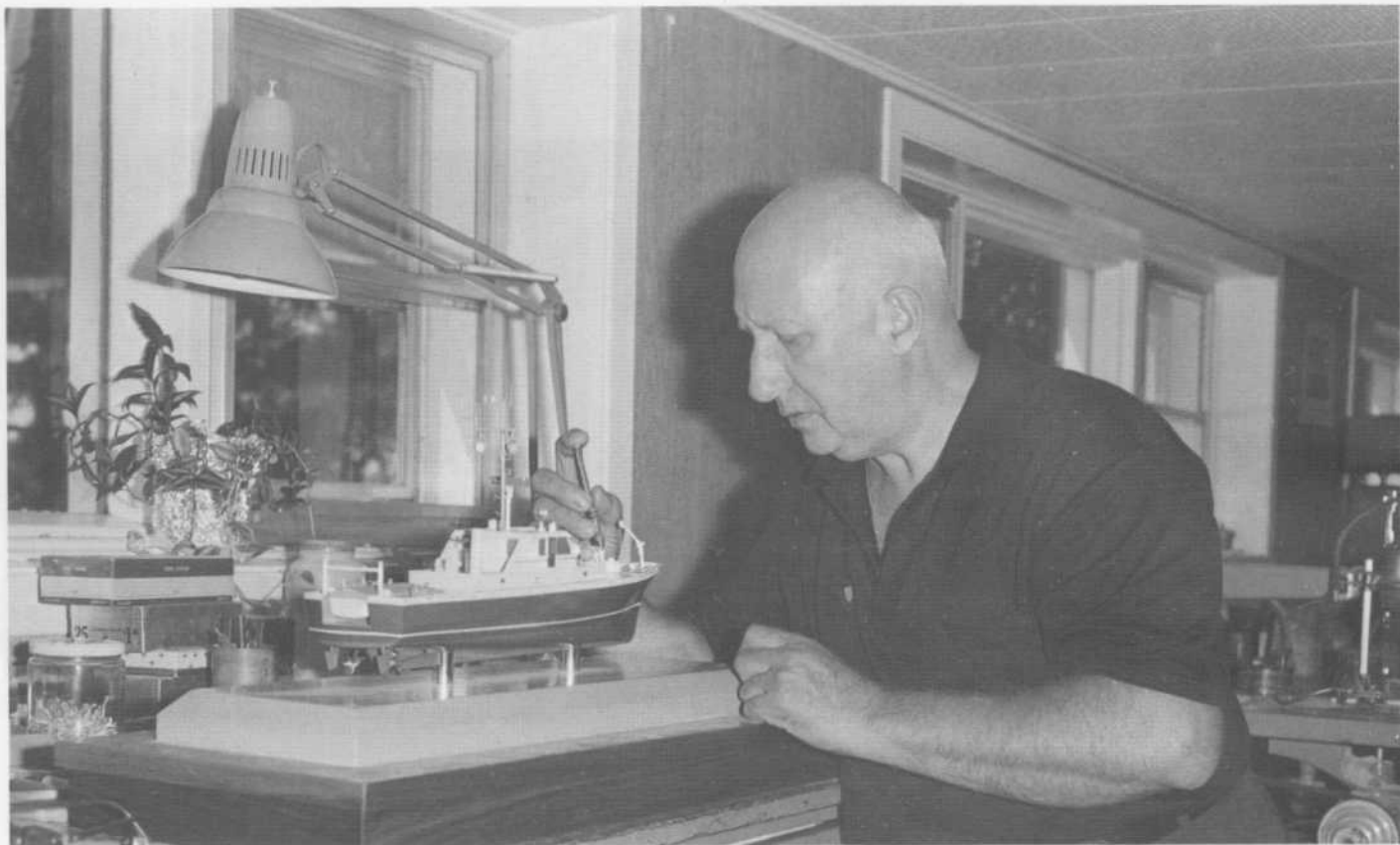
John Harris

A maritimer by birth, 18 year-old John Harris received his early education in Dartmouth, N.S. When his father, G. C. Harris, administrative officer, staff requirements branch, was transferred to headquarters, John continued his education in Ottawa schools.

Graduating from Woodroffe High last June with a more than 80 per cent average in Grade 13 exams, John won a \$400 Ontario Scholarship and a \$100 McGill entrance scholarship in addition to his D.O.T. one.

In his final years at high school John excelled in sports, mainly track and field, and was chosen best all-round student in 1963-64. He spent one summer at the Ontario Athletic Leaders Camp at Lake Couchiching and was vice-president and president of his school's Key Club. John and other club members spent much of their free time working with retarded children.

Now enrolled in an Arts course at McGill University, John plans to major in mathematics and economics.



Philippe Demeules fastens a final piece of equipment on the model of the Canadian Coast Guard cutter "Spindrift". It is one of the three 70-foot cutters used by D.O.T. for search and rescue work.

Ship Model Maker Supreme

by Yvonne McWilliam

Almost every boy goes through the model-building stage, but few men, despite secret yearnings in many, ever get back to it.

Philippe Demeules is one who did. In 1952 he was employed as an equipment designer with Marine Industries Limited in Sorel, Quebec. He was 48 years old and had spent a good part of his life designing marine and related equipment, when he decided to make model ships for a living.

Today Mr. Demeules is 61 and has more than enough work to keep him busy. He refuses to expand. If he did, each model might not get his personal attention and, besides, a mound of paperwork has sealed off many a craftsman from his craft. Philippe Demeules could never be happy with that.

During the next 16 months Mr. Demeules will be working on D.O.T.'s exhibit for Expo '67—a radio-controlled demonstration of three 1/4" scale model ships in a 100-foot wide by 150-foot long pool. It will show an icebreaker assisting an ore carrier out of an ice jam. At the same time a lighthouse supply and buoy-laying vessel will leave for a lighthouse located on the other side of the pool to deliver cargo and lay a buoy.

The model icebreaker will be 7 1/2 feet long, the ore carrier about 15 1/2 feet and the buoy-laying vessel just over five feet. They will all be controlled by one operator sitting behind a push button, single console—a transmitter equipped with a separate set of keys for each vessel. Mr. Demeules will build the console as well as the model ships. Each ship will have a receiver

and will be built of fiber-glass with cast bronze and aluminum super-structure.

Philippe Demeules' first contract was also for D.O.T. He was commissioned to build a model of the then (1952) new icebreaker d'Iberville. About the same time he took on a job for the Royal Canadian Navy to make a model of the icebreaker Labrador (now owned and operated by the Canadian Coast Guard). These two contracts were his stepping stones and his craftsmanship soon became well known.

Possibly the only full-time, ship model maker in Canada, Mr. Demeules builds his models to perfect scale, and they are considered among the best on the continent. It is almost impossible, experts believe, to find any models with greater detail. They are commissioned mainly for educational or museum purposes.

D.O.T. is one of his biggest customers since the department hopes eventually to have a model of every Canadian Coast Guard vessel. Other customers include commercial shipping firms, ship yards and marine museums.

His is a one-man business. Each product receives almost microscopic examination before getting the Demeules' imprimatur. He gets help on a part time basis from his son, Yvon, a machine designer at a Sorel paper mill. Two other young craftsmen lend a hand in their spare hours with the pattern making and painting of the models. Although he has had opportunities to expand his home workshop into something more corporate, Mr. Demeules prefers to keep it the way it is. What

more could he want, he asks. He does the thing he likes best and has more than enough work ahead to keep him busy for the rest of his life. He doesn't advertise, the work seeks him out.

Born at St. Philippe, Laprairie, Quebec, Philippe Demeules was the son of a C.P.R. railroader and never saw the ocean or a large body of water until he was a man. As a youngster his choice of toys invariably tended to boats or things nautical. As well, he displayed a flair for art and, coupling the two, he wasn't very old when he was making his own toys—model ships.

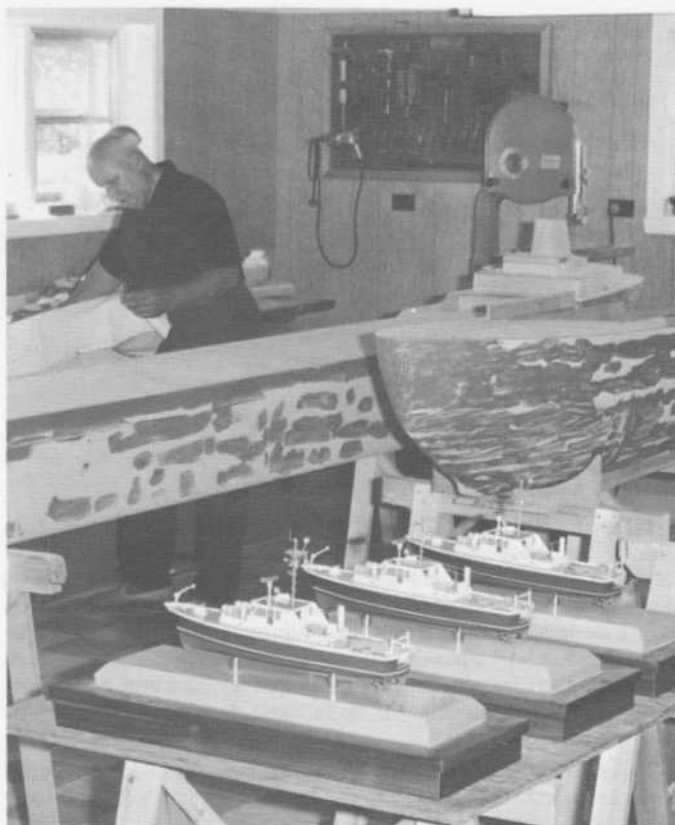
In school he drew or lettered constantly. While still a student at St. John's College, St. John, Quebec, he was asked on several occasions to draft scrolls to present to visiting members of royalty—including the Prince of Wales and the Duke of Devonshire, who was Governor General of Canada at the time.

At 16 Philippe left school and began his career as a commercial artist. He worked for a few months, then enrolled at Ecole des Beaux Arts in Montreal when it opened in 1920. Eight months of formal art education was enough and he left to take a job as a sketch artist with a large commercial art firm. He worked on several accounts including Players Cigarettes Navy Cut.

Mr. Demeules crossed the border in 1923 to work in Bridgeport, Connecticut with a large advertising firm. There he concentrated on theatrical and mechanical displays, again specializing in the nautical. He returned to Canada five years later, rejoined his old firm, and stayed with them until the outbreak of World War II. Soon he was designing guns and ship machinery for Marine Industries Ltd. of Sorel, Quebec. After the war he used his skill in other design and decorating jobs for the firm. Then came 1952 and the opportunity to realize his life long ambition. The D.O.T. and RCN contracts for ship models came his way and he was on his way.

The work he is doing for the department's Expo exhibit is the only contract he can undertake for Canada's "big show". He began work on it early in 1965 and won't be finished until March 1967—six weeks before the Fair opens. During this time he will complete several other contracts. One for D.O.T. will be a one-twelfth scale model of the entire foredeck of an icebreaker with all lifting gear electrically operated from full size consoles. This will be used as a teaching aid for deck officers at the new Canadian Coast Guard College near Sydney, N.S.

The next time father sneaks off to the basement to check on Junior's train or aircraft models, let him go. He may just be lining up a second career. After all, Philippe Demeules started at 48.



The master model maker checks over blueprints of the models for D.O.T.'s Expo exhibit. The hulls of the models are on trestles in the middle of his basement workshop; the largest is the 15½ foot ore carrier, next the 7½ foot icebreaker.

According to Mr. Demeules, models of war ships are the most interesting and detailed to make. This one of the Royal Canadian Navy vessel, *The Provider*, is his pride and joy. Completed last spring, it is built to the scale of $\frac{1}{8}$ inch to one foot and is accurate to the last "widget".



Une nouvelle conception

(suite de la page 9)

Grâce à cette méthode, M. Barrett espère exposer la véritable nature des changements qui s'opèrent au sein de la conception de la gestion au ministère des Transports, changements en vertu desquels le ministère des Transports sera un précurseur de l'évolution de la gestion au sein du fonctionnarisme. Il s'agira d'étudier à fond les principes de cette nouvelle conception de la gestion et d'en évaluer les répercussions afin que les membres des cadres supérieurs soient au courant de la ligne de conduite qui régira leur activité.

En se fondant sur les rapports statistiques et financiers pertinents les gestionnaires établissent leurs propres objectifs à long et à court terme, et ils ont la responsabilité d'établir leur budget en fonction de ces objectifs. La nouvelle conception en matière de gestion comportera un partage entièrement nouveau des responsabilités. Les fonctionnaires des bureaux extérieurs effectueront les opérations et auront toute l'autorité nécessaire pour prendre des décisions pratiques. Ainsi, le personnel du bureau central pourra consacrer plus de temps à l'établissement des lignes de conduite, à la formulation des objectifs du Ministère et à l'établissement de programmes à long terme en vue de les atteindre, à l'établissement de procédures concernant les normes et la vérification, à l'application des nouvelles techniques aux opérations du Ministère et à l'exécution de travaux du même genre qui lui permettra d'évoluer au rythme du monde moderne.

Avec ces objectifs en vue, il n'est pas étonnant que les journées d'étude consacrées à la nouvelle conception de la gestion approfondiront le fondement même de cette science. Voici les titres de certains travaux qui seront présentés: Notions de la gestion contemporaine; Étapes de la gestion; Rôle innovateur du gestionnaire; Centralisation ou décentralisation; Le rôle du personnel de direction par rapport au personnel d'exploitation dans une organisation décentralisée; Problèmes que pose la délégation des pouvoirs.

D'autre part, les communications ne porteront pas uniquement sur les principes théoriques de la gestion. M. G. F. Davidson, secrétaire du Conseil du Trésor, présentera un travail intitulé «Évolution des notions et des méthodes de gestion au sein de la fonction publique; tendances et perspectives». M. Ronald Ritchie, ancien directeur exécutif de la Commission d'enquête sur l'organisation du gouvernement, traitera pour sa part des «Recommandations faites par le rapport Glassco en matière de gestion». M. R. B. Bryce, sous-ministre des Finances, traitera de «Aspects financiers à considérer dans l'établissement par le gouvernement d'une ligne de conduite dans le domaine économique». Enfin, M. D. R. Yeomans, adjoint du secrétaire du Conseil du Trésor, étudiera «Le rôle du Conseil du Trésor».

L'orateur invité au banquet de clôture sera M. J. E. Hodgetts. Auteur bien connu faisant autorité dans le domaine de l'administration publique, le professeur Hodgetts était directeur du comité de rédaction de la Commission royale d'enquête sur l'organisa-

tion du gouvernement. Il a intitulé sa causerie «Les perspectives d'avenir de l'administration publique».

On étudiera de façon approfondie l'organisation de la gestion au sein du ministère des Transports. Le ministre traitera du rôle joué par le Ministère dans la société canadienne. M. D. G. Tilley, premier conseiller financier, et M. Eric Winsor, Directeur de l'exploitation des aéroports, exposeront les grandes lignes du nouveau système de gestion financière. M. Baldwin, sous-ministre, traitera des rapports entre le personnel de direction et le personnel d'exploitation en vertu du nouveau système. Il y aura également la présentation de plusieurs autres travaux concernant le ministère des Transports.

Plusieurs réunions seront consacrées à la présentation de rapports sur certaines expériences tentées dans ce domaine, notamment l'expérience tentée par les chemins de fer Nationaux du Canada dans le domaine de la décentralisation ainsi que la conception de la gestion qui existe au sein de la compagnie Dominion Electrohome. On étudiera également, en s'inspirant des dossiers de l'École d'administration de l'Université Harvard, les cas d'entreprises centralisées qui ont effectué une décentralisation complète de leur gestion.

En outre, on traitera des répercussions que pourrait avoir l'établissement du nouveau système sur les employés du Ministère. M. J. J. Carson, président de la Commission du service civil, traitera du nouveau rôle qui incombe à la Commission vis-à-vis les ministères de l'État et M. J. D. Love, secrétaire adjoint, Ligne de conduite relative au personnel, Conseil du Trésor, traitera des aspects de la gestion du personnel qui relèvent du Conseil du Trésor. M. W. A. MacPherson, Directeur général du personnel et M. J. I. Carmichael, Directeur des services de gestion, parleront du développement des services professionnels assurés aux employés dans les domaines de l'administration du personnel, des services de gestion et de la formation et du perfectionnement, afin d'aider les employés qui ont des problèmes dans ces domaines et qui doivent faire appel à ces services. La deuxième partie des journées d'étude sera surtout consacrée à l'étude des répercussions qu'aura le nouveau système sur les employés du ministère des Transports.

D'après les thèmes des journées d'étude, le but visé n'est pas d'enseigner aux participants quoi faire et ne pas faire; M. Barrett espère qu'il s'en dégagera de la réflexion plutôt que de l'érudition. Seulement le tiers des journées d'étude est consacré aux communications; les participants profiteront du reste du temps pour discuter et échanger des opinions.

Les thèmes ont été choisis de manière que le gestionnaire soit porté à considérer les lignes de conduite du Ministère en fonction du Conseil du Trésor, de la Commission du service civil et de l'ensemble de la fonction publique.

Ils ont été choisis en vue de favoriser la réflexion et la compréhension à une époque où le ministère des Transports prend une nouvelle orientation dans le domaine de la gestion, ce qui devrait se refléter sous peu à tous les échelons du Ministère.

From the Prophet . . .

by Vic Turner

There flourished in the land of Can, in the prov of Al, in the city of Ed, a diety called the Deeoty. Mighty in power was this Deeoty and its very name struck terror into the hearts of the wicked while those of pure heart held it in awe. For it had come to pass that the PM of Can had given Deeoty power over all the man-made birds and they that flew in them and they that pushed and pulled their controls and they that said the way to go and they that twisted wrenches upon the birds and they that operated in the code of Morse.

Such was the omnipotence of the Deeoty that they took the trackless air and filled it full of tracks and spokes saying, "Wither thou goest thou shalt go at the designated altitude according to thy magnetic track."

And the ruler of the Deeoty in the capital of Ott spake. "Verily I say unto you operators do not scrimp on maintenance or your certificate shall be lifted. Crewmen, obey the laws of the Deeoty if thou wouldst go thy three score years and ten. Heed these words or thy authorities shall be revoked and great shall be thy lamentations while banished to the land of East Misery."

And it came to pass in the town of Jon in the land of Beecee a certain band named students called upon the Deeoty saying, "Send us your servant that he may come and test us that we may get the coveted honor of the license private." And Peet of the Deeoty of Ed said, "Gird thyself for soon shall come my right hand man Jak to try thy metal."

And it came to pass that Jak arrived at Jon and put before the students the secret hyroglyphics of the meteorology and the numerology of the loading of the man-made birds and the mysteries of the flight theory and the strangeness of the magnetism of the navigation. Great were the cries of anguish for the band were wondrous in the air but slothful in attendance at the school of ground. "Woe is us," they cried. "We have been undone by that scoundrel of an instructor who made us fly so well in the man-made birds but did not give us the twist of arm to go to the school of ground. Woe is us."

And Jak spoke saying, "Thou are stupid churlish dolts who skip the school of ground lore and ignore the study at home. A pox on thee, thou art but goodtime Charlies. Thou hast flunked! Harken ye of the student band. Remove the lead and pick up thy burden of the matters aeronautical and I shall return in one moon to again administer the ordeal of the test of the facts of flight and verily thou hast better do better or thou shalt dwell in the land of the Student Pilot Permit forever.

And Jak climbed aboard his man-made bird with engines two and laying a finger aside of his nose he opened the taps and off the runway he rose.

The band named students met in their council chamber and salty tears of remorse and pity fell into the beverage foamy and the dullest lamented, "We have boobed. Too often have we frequented the spots of night instead of giving the books a hit. Too often have our posteriors been in the classroom and our minds in the tropopause. Let us heed the words of Jak and smite the books and pick up the pearls of wisdom of our friend and guide our wizened instructor."

And for thirty days they labored beating not the drums and cymbals but the book of ground up. They drank not of the mead but ate of the fruit of knowledge and as the new moon rose again they chanted, "Send us Jak, send us Jak."

And Peet got the word and sent Jak who applied the test and great was the rejoicing when all had passed and Jak said, "The Deeoty is thy shepherd thou shalt not prang. He maketh thee to fly by the Air Regulations. He leadeth thee by the Navigation Orders. He flyeth thee right. Yeah though ye fly through the valley of air in subsidence thou shalt be fore-warned. Thy rate-of-climb speaketh. Thy altimeter comforteth. Keep alert. The Deeoty inspecteth thy landing fields and thy bird and thou shalt have joy in them. Keep thy cockpit checked. Follow your Notams and Information Circulars all the days of thy life and the Canada Air Pilot and the Radio Aids to Navigation will lead thee safely home forever.

Reprinted from Canadian Wings.

Fairway Buoy Replaced



Gently does it, as a four ton buoy is hauled out of the water at Victoria, B.C. by the crew of the Canadian Coast Guard light-house and buoy tender CCGS "Estevan". The buoy, taken ashore for cleaning and repair work, is replaced by another at once. A season's growth of kelp and barnacles is amply evident.

There was a loud "chonk," the pitter-patter of feet and an uproar broke loose on the deck of the good ship Estevan.

The "chonk" came when an engine deckhand hit a chain slip with a sledge hammer. The pitter-patter was his rapid retreat from the 75 fathoms of chain with a four-ton block of concrete attached, which snaked from the deck into 45 fathoms of water.

NOT A RIPPLE

On a beautiful sunny September day, the Estevan carried out the replacement of Victoria's fairway buoy with scarcely a ripple in the strait. Many of the buoys on the west coast of Vancouver Island are serviced in deep swells and heavy tide.

First mate Monty Montgomery recalled the day a four-ton buoy anchor got out of hand and landed in the slot where he had been standing the minute before. "You learn to move quick," he said. "The anchor went through the cargo hatch."

AIR HORN

The new, bright, shiny buoy was lowered into the water and groaned mightily as the action triggered the air horn gear.

Then began a neat ballet as four crewmen and the second and third mates combined efforts with the winch men to hoist 75 fathoms of the old buoy's anchor chain and anchor to the surface, 12 feet at a time.

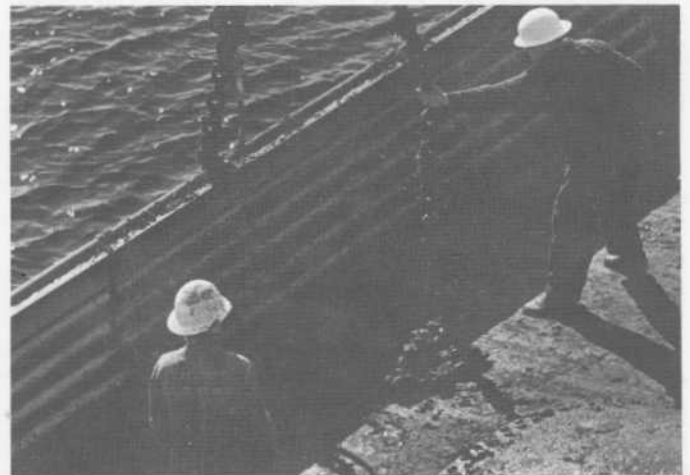
Snarls were handled cautiously. "They learn great respect for that chain," said the first mate.

SWAPPING BUOYS

The old buoy, smelly and loaded with kelp and barnacles, was barely on deck when the crew started scraping it while the ship entered harbor.

"We even managed to give you good weather," said Capt. James Thom as he climbed again, for the bridge. The operation had been completed in less than two hours and the ship was away again to swap more buoys, this time in the Fraser River.

Reprinted from the Victoria Daily Colonist



Forty-five fathoms of heavy chain, by which a four ton block of concrete is attached to a buoy to act as anchor, must be hauled aboard ship when the buoy undergoes seasonal replacement. Here, a seaman aboard CCGS "Estevan" starts forming the incoming chain into a pile on the deck.



A. R. McCauley (standing right) and P. D. McTaggart-Cowan are amused by greeting card attached to retirement gift.



A. H. Wilson says "thank you" to friends and co-workers for gift of camera he received at his retirement.

Retirements

A. R. McCauley

A. R. McCauley, regional meteorologist at Vancouver, retired in August after 35 years of government service.

A native of Moose Jaw, Saskatchewan, Mr. McCauley graduated from the University of Saskatoon in 1928 and went on to the California Institute of Technology from which he received a Master of Science degree. In 1930 he joined the federal government's weather service and seven years later was assigned to Vancouver to establish a forecasting service. In 1948 he was appointed regional meteorologist and held that position until retirement.

Mr. McCauley was feted by his co-workers in the Vancouver region at a party at the Capilano Canyon Garden. It was a joint celebration, in honor of both Mr. McCauley and A. H. Wilson, and was attended by some 200 guests.

A. H. Wilson

A. H. Wilson, regional superintendent of airways at Vancouver, retired late in July after 20 years with the department.

Mr. Wilson, a well known personality in the aviation world, was part of a number of Canadian firsts. He came to Canada from England in 1923 after service with the Royal Air Force. He became a captain with B.C. Airways, the first company to provide scheduled service in Canada. Later he was an instructor with the B.C. Aero Club and in 1935 was the first civilian in Western Canada to obtain instrument rating.

During World War II Mr. Wilson was commanding officer at several RCAF Stations. In 1945 he joined D.O.T. as

district airways inspector. He was appointed regional superintendent of airways in 1955.

Mr. Wilson was co-guest-of-honor with Mr. McCauley at the retirement party held at Capilano Canyon Gardens.

Miss Therese Belanger

Miss Therese Belanger, secretary to the chief, St. Lawrence Ship Channel, retired recently after 21 years of government service.

Miss Belanger began her public service career with air services at Montreal in 1944. She transferred to the ship channel branch in 1954.

On the occasion of her retirement members of the ship channel staff presented her with a gift and best wishes for her retirement.

Alistair High

Alistair High, regional planning and co-ordinating officer, Montreal air services, retired in September.

Mr. High joined the department in 1948 and served with financial services at

Ottawa. In 1951 he was appointed to Montreal regional air services accounts and in 1961 joined the airport division as planning and co-ordinating officer.

At an informal get-together on September 1, Mr. High was honored by his co-workers. Regional Director Maurice Baribeau presented him with a gift and best wishes for happy days of retirement. Mrs. High received a bouquet of roses.

Duncan Oliver Mackenzie

After 26 years of departmental service, Radio Inspector Duncan Oliver Mackenzie retired early this past summer.

Mr. Mackenzie's radio career began in 1926 when he served on the old GTP steamships, Marconi-equipped vessels and later with CN Steamships. In 1939 he joined D.O.T. and was stationed at Carmi, Grand Forks, Cranbrook and Penticton, B.C. In 1959 he joined the staff of radio inspectors at Kelowna.

A retirement dinner was held at the Totem Inn, Peachland, B.C. in honor of Mr. Mackenzie.



Maurice Baribeau (right), regional director Montreal air services, gives Alistair High an assist in cutting his retirement cake.



H. L. Land, chief engineer, St. Lawrence Ship Channel, presents retirement gift to his secretary, Miss Therese Belanger.

Dateline—Across Canada

Dartmouth, N.S.—A Dartmouth high school graduate, Stephen Hiltz, stands unique among his classmates, having completed 12 years of schooling without missing a single day.

Stephen, son of Dartmouth Marine Agency's Stores Officer E. J. Hiltz, has won attendance prizes every year in school. His record has been termed "amazing" by a Department of Education official.

Stephen entered Dalhousie University this fall and plans to work towards a Bachelor of Commerce degree.

Vancouver, B.C.—The new CCGS Vancouver which, when fitted out late next year, will be the most modern weather and oceanographic vessel in the world, was launched in June. However, the launching was not exactly as planned.

The vessel took things into "her own hands" and launched herself 2½ minutes ahead of schedule.

It all came about like this. The ship, more than 5,000 deadweight tons, was poised on two grease-and-wax-slick launching skids. The sun was hot. A steel bolt sheared through. A roar went up from the crowd assembled for the official ceremonies. "There she goes." And go she did.

To quote a Vancouver newspaperman who covered the event, "Dignitaries were

caught with their launching speeches down."

Rev. E. R. Dingle of the Flying Angels Mission to Seamen said a quick prayer as the vessel slid by and the band, undaunted, swung into God Save The Queen.

Mr. David Wallace, general manager of Burrard Drydock, builders of the Vancouver, shouted, "Break the bottle. Break the bottle", while Mrs. Arthur Laing, the ship's sponsor, grabbed at the wildly dangling bottle of champagne and gallantly hurled it at the disappearing prow.

It was a hit, but not a break. Mr. Wallace retrieved the bottle, hurled with his right and scored a bulls eye.

And then the ceremonies got underway as the Vancouver, appearing a little proud of what she had accomplished, rode gracefully in the sea.

"She wanted to get on the job in a hurry," quipped Mr. Wallace. "We've had several ships that have refused to go, but this is the first premature launching in our 70 years of business."

Assistant Deputy Minister of Marine Gordon W. Stead accepted the vessel on behalf of the government.

She is 400 feet long, has a beam of 50 feet and a load draft of 17 feet and her range will be 8,400 miles at 14 knots. She will be the largest ship in the Canadian Coast Guard fleet.

Ottawa—One keen student writes us saying: "I am a grade eight student and I am learning all about Canadian history. We are learning about the early transportation like the steam boat the automobile and the train. I would like to know how long the train that goes from one end of Canada to the other. I would also like if possible some information and illustration about it."

Seems like rather a "long" order!

Ottawa—Richard M. Ross, 56, of Ottawa, has been appointed deputy emergency measures co-ordinator. He will assist co-ordinator D. G. Keddie.

A native of Westmount, Quebec, Mr. Ross came to Ottawa as a youth and received his education in local schools. He joined the Royal Canadian Naval Reserve in 1924 and later transferred to the Cameron Highlanders and was commissioned in 1932.

During the Second World War Mr. Ross served overseas with the Cameron Highlanders. He remained in the army until 1961 at which time he retired with the rank of lieutenant-colonel.

Prior to his recent Transport appointment Mr. Ross served as a training and exercises officer with the Emergency Supply Planning Branch of the Department of Defence Production.

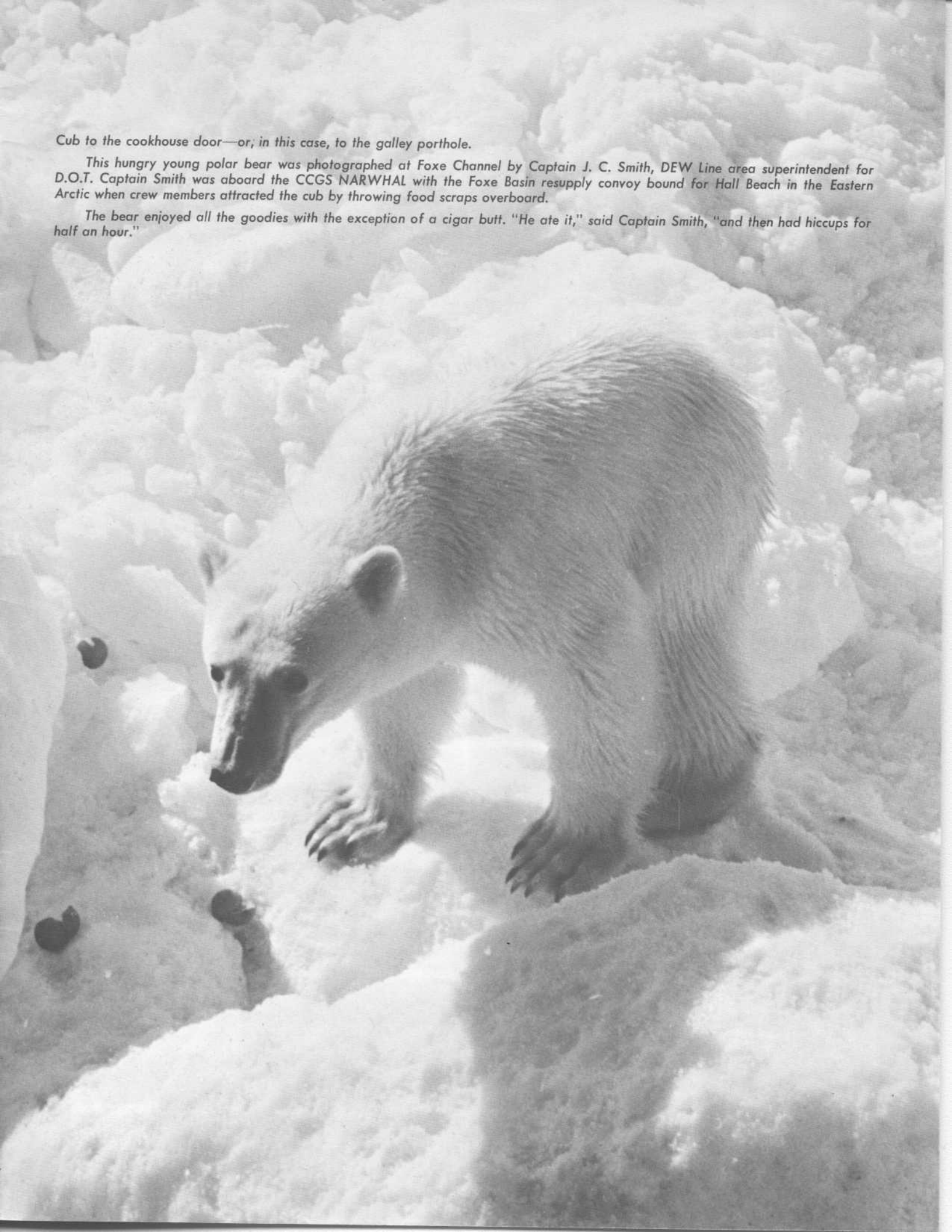
Recent Suggestion Awards Winners

NAME	POSITION	LOCATION	AMOUNT
G. W. Elliott	radio operator	Coral Harbour, NWT	\$30
John Hanch	radio operator	Bull Harbour, B.C.	\$10
M. M. Howson	technician, electronics	Acton, Ontario	\$10
Robert Kelland	radio operator	Medicine Hat, Alta.	\$40

Cub to the cookhouse door—or, in this case, to the galley porthole.

This hungry young polar bear was photographed at Foxe Channel by Captain J. C. Smith, DEW Line area superintendent for D.O.T. Captain Smith was aboard the CCGS NARWHAL with the Foxe Basin resupply convoy bound for Hall Beach in the Eastern Arctic when crew members attracted the cub by throwing food scraps overboard.

The bear enjoyed all the goodies with the exception of a cigar butt. "He ate it," said Captain Smith, "and then had hiccups for half an hour."



Canadian Coast Guard ALBUM



CCGS STONETOWN, a Pacific Ocean weather ship based at the Department of Transport Victoria District Marine Agency, is a former Royal Canadian Navy frigate. Along with two similar vessels, she was acquired by the Department of Transport and converted to a weather ship in 1950. She occupies Ocean Station "Papa" in the Pacific Ocean, some 900 miles west of the British Columbia coast. She was built at Canadian Vickers Limited, Montreal.

CCGS STONETOWN

LENGTH: 283 feet.

BREADTH: 36 feet, 5 inches.

DRAFT: 13 feet, 6 inches.

POWER: Steam reciprocating; twin screw; 3,700 IHP.

GROSS TONNAGE: 1,883.