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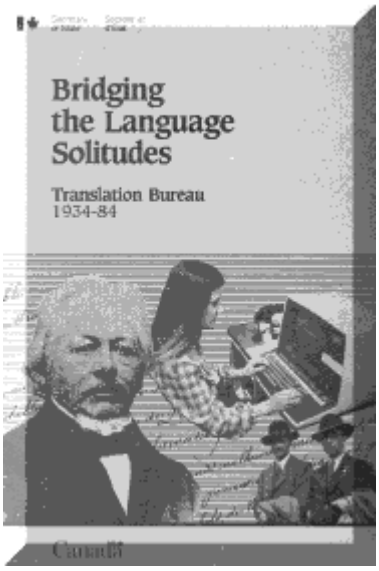
BRIDGING
THE LANGUAGE
SOLITUDES

GROWTH AND DEVELOPMENT OF THE TRANSLATION BUREAU OF THE GOVERNMENT OF CANADA 1934-84



by
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Translated from French by the Translation Bureau

It is for the greatness of this land that the Canadian translator, in his or her humble sphere, diligently toils. His mission is a noble one.

Charles Michaud

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FOREWORD

In this 5Oth anniversary year of the Canadian government's Translation Bureau, we have air opportunity to pay homage to the politicians who created this organization and have allowed it to grow with the country, to the administrators who have directed it with skill and wisdom, and to all those who have employed and continue to employ their talents in its service.

The bureau's directors wanted this 50th anniversary to be more than a social event. Thus the celebrations included the first National Symposium on Linguistic Services held in October 1984, as well as the publication of this book which chronicles the history of the bureau front its beginnings.

Reconstructing 50 years of history is no small task. This painstaking work involved collecting and studying hundreds of documents front many records offices and libraries in the Nation's Capital. Old newspapers preserved on microfilm also had to be consulted and former bureau employees, some retired for litany years, had to be found and interviewed.

The bureau is fortunate to have been able to count on the services of Jean Delisle for this project. An associate professor at the School of Translators and interpreters of the University of Ottawa, Dr. Delisle worked for three years as a translator and reviser with the bureau before turning to teaching. For 15 years he has made the history of translation in Canada one of his specialities, gathering information on this subject long neglected by historians.

Professor Delisle was, therefore, the ideal person to present the highlights of the bureau's development over the years, showing the role this linguistic service organization has played in the federal administration and Canadian society in general. His first draft was submitted to the bureau's senior management and a number of former employees for their comments. On behalf of the bureau, I should like to express my most sincere thanks to all those who contributed to this project.

In this book, the author has shown how Translation Bureau personnel have, since 1934, demonstrated their linguistic skills both in Canada and abroad. It is remarkable how this organization has adapted to the federal administration's changing needs for translation, interpretation and terminology services. The author also points out how the seven superintendents and assistant under secretaries of state who have been responsible

for the bureau have influenced its development through the years.

In this new and well-documented history, the Canadian government's Translation Bureau is shown to be a dynamic organization capable of adapting quickly to the constantly changing needs of society, as well as being remarkably innovative and eager to employ the latest technology to meet its objectives more efficiently.

Alain Landry

Assistant Under Secretary of State official Languages and Translation

INTRODUCTION

"Trialogue" in the land of the maple leaf 1534-1934

In Canada, people engage in monologues, dialogues and trialogues.

Trialogues? You will not find this word in most dictionaries. In the land of the maple leaf, to conduct a trialogue is to speak through an intermediary - a translator or an interpreter.

Such three-way communication is not unique to our country. It is practised in all parts of the world and dates back to the days following the great confusion of Babel. It seems, however, to be particularly well-suited to Canada's situation. Numerous examples of it can be discovered throughout our collective history. In the shadow of the explorers, colonisers, traders, law-makers, administrators and politicians, there have always been discreet intermediaries who have made possible communication between people speaking different languages.

The popularity of the trialogue in Canada can be traced to the variety of "-phones" - anglophones, francophones, italophones, germanophones, hispanophones - that make up the population. In addition to the 15 million anglophones and the seven million francophones who form the country's two main language groups, the mother tongue of more than three million Canadians, or 13 per cent of the population, is a language other than English or French. These allophones use one of 53 native tongues or 40 immigrant languages that flourish in the country. The 25,000 Inuit of the Far North alone speak no fewer than 20 dialects and use two systems of writing. Canada is indeed a cultural and linguistic kaleidoscope.

Although living in an officially bilingual country, not all Canadians are polyglots. Canada could therefore be defined as a vast country inhabited by a great variety of ethnolinguistic groups communicating with one another through intermediaries who are translators and interpreters.

Although somewhat simplified, this definition of Canadian pluralism does serve to underline the essential role of the thousands of specialists in relayed communication who help to preserve the country's cultural diversity and give it its special character. Tanslation does not suppress cultural differences; it makes it possible to cultivate them

while facilitating mutual understanding.

Translators, who are professional communicators, help circulate information to all strata of society; they are present in all spheres of activity. Being a modern society, Canada could not do without translation. Its vitality, its vigor, its progress depend on it in large measure.

Translators and interpreters open doors to foreign countries. Without their valuable contribution, our diplomatic, political, commercial, industrial and cultural relations with other countries would be greatly impoverished. In their own way, translators have helped to build the "Canadian village" as well as the "global village."

In their role as mediators, translators promote communication, understanding, mutual respect, a broader view of the world, the spread of knowledge and the interaction of cultures, thus laying the groundwork for material, intellectual and spiritual progress.

Translation is a fundamental and inseparable element of life in Canada. Throughout our 450 years of history, we have needed people capable of building bridges from one language to another.

No sooner had the first Europeans set foot on Canadian soil than they came across obstacles of language and had to resort to interpreters to overcome them. Interpreters helped found the country and should be remembered in this anniversary year of the exploration of Canada, four and a half centuries ago.

The first interpreters

While exploring the Gulf of St. Lawrence in 1534, Jacques Cartier came into contact with tribes whose language was completely foreign to him. Unable to understand Iroquois, he and his crewmen had to resort to sign language.

Today rules are clearly defined for this form of silent communication, but in that far-off age when our "few acres of snow" were being investigated, sign language interpretation was still in its help to an explorer eager to satisfy infancy and, therefore, only of limited his curiosity.

Accordingly, this sea captain from Saint-Malo decided that the two sons of the Chief of Stadacona (Quebec City) had the makings of interpreters. He, therefore, "recruited" them then and there, in the unceremonious manner of the times, and took them away to France where he taught them the rudiments of the French language. On his

second voyage, with their assistance, he acquired a better knowledge of New France, its geographical features, its natural resources and its inhabitants.

Unwittingly and unintentionally, Jacques Cartier began, in 1535, the long tradition of the Canadian trialogue. The first profession practised in the country was that of interpreter, and tile first two practitioners were native Canadians.

At the beginning of the 17th century, Samuel de Champlain created the institution of resident interpreters, placing young French adventurers with the allied tribes of the Laurentian coalition. The job of these early interpreters was to defend the interests of the traders and administrators of the nascent colony.

These courageous young men went off into the forests to live among the natives. They dressed like Indians, slept on the bare ground in tents or makeshift shelters, hunted, fished and participated in the feasts, dances and rites that were part of the everyday life of their hosts. Some assimilated to such an extent that they almost forgot their European culture completely. One of these go-betweens, Étienne Brulé, finding his life in grave peril one day, said grace - it was the only prayer he could remember.

In daily contact with the natives, the interpreters began to think like them. They formed a psychological rapport with their hosts and began to view the world from their point of view. From these pioneers we learn that true communication is achieved less through the words used by society than through its cultural, economic and sociological manifestations. We understand another person not so much through what he says as through what he is.

Under French rule, there were numerous part-time interpreters for the many Indian dialects, English and Dutch. French merchants and manufacturers needed qualified persons to handle their affairs in the languages of their customers in the colonies of New England and New Holland. These interpreters had a status comparable to that of free-lances today. By occupation they were hat-makers, settlers, traders and manufacturers. The courts of Montreal made frequent use of their services.

Military interpreters formed another category of language intermediaries. They were integrated into the regular military force and were often commanders of a distant fort. Montcalm’s army had more than 1,700 Indians from various tribes, and at least 10 interpreters.

All these communicators contributed greatly to lessening the culture shock that resulted from the meeting of Europeans and Amerindians. These men (there were few

women in the profession at the time) played a significant social role. They formed a sort of "buffer" and built cultural bridges between two civilizations thrown into sudden contact.

The first translators

After the French, it was the turn of the English conquerors to organize the administration of the colony whose population, in 1760, totalled about 65,000. Under the military government (1760-64), the English governors installed in Montreal, Trois-Rivières and Quebec City retained the services of "secretary translators" who translated the edicts and proclamations issued in English into the language of the majority. Thanks to three British officers who were descendants of French Huguenots, the French language enjoyed semi-official status during these four transitional years.

The first year of civil government, 1764, saw the appearance of *La Gazette de Québec\The Quebec Gazette*, the first bilingual newspaper in North America. Written in English and translated into French, this publication was originally used extensively for official government communications.

In 1767, Carleton came to replace Murray as the head of the colony. Conscious of the French fact, the new governor, who took up residence in Quebec City, considered it essential to have the French laws and ordinances of the "ancien régime" translated into English, a task the English magistrates declared to be beyond their abilities. Moreover, Carleton needed a "French secretary" to translate the new English proclamations and other official documents into French.

The only Canadian fully capable of filling this dual role was the bilingual jurist, François-Joseph Cugnet. On February 24, 1768, Carleton appointed him "French Translator and Secretary to the Governor and Council." For 21 years, Cugnet was responsible for official translation in the Province of Quebec. When he died in 1789, his son, Jacques-François, succeeded him. Subsequently the post was filled in turn by Xavier de Lanaudière, Philippe Aubert de Gaspé and Edward Bowen.

Following the establishment of the parliamentary system, the Legislative Assembly, too, acquired a translator in 1793. In accordance with the wishes of the mother country, the laws of the Province of Canada were enacted in English, but French was allowed as a language of translation. As of 1809, two translators, one for French the

other for English, shared this task.

The official translators of the British administration were the first middlemen between two peoples who found themselves sharing the same land. Situated at the point of contact between two legal traditions, the civil law and the common law, they were the first to undertake the formidable task of trying to find French equivalents for the vocabulary designating British institutions and the British legal system.

The interpreters, so numerous under French rule, did not disappear after the Conquest. Far from it. The large trading companies still employed many of them for their negotiations with native suppliers. The North West Company alone, in 1804, had 68 interpreters, of whom 56 were francophone and 12 anglophone. Between 1777 and 1786, one official interpreter served all the provincial courts of justice in Lower Canada.

In 1840 Upper and Lower Canada were united. Section 41 of the Act of Union made English the sole official language of the united Canada. This measure resulted form Lord Durham's report which, the previous year, had advocated a policy of assimilating francophones in Lower Canada.

On September 18, 1841, the Legislative Assembly of Canada passed a bill consisting of three sections, tabled by Étienne Parent, which provided for the translation into French, the printing and the circulation of all statutes of the new Parliament's legislation, and of all imperial laws relevant to Canadian affairs. Parent's bill was entitled:

> An Act to provide for the translation into the French language of the Laws of this Province, and for other purposes connected therewith.

This was the first bill dealing specifically with translation to be adopted by a legislative body of Canada. It came 93 years before the Act setting up the federal Bureau for Translations in 1934.

In 1854, one of the translators of the Legislative Assembly, Antoine Gérin-Lajoie, submitted to the speaker a plan for the reorganization of the assembly's translation bureaus. The plan envisaged the creation of three subdivisions: laws, documents, and votes and proceedings. This organization of parliamentary translation services was to be maintained for almost 100 years.

The lawyer Eugène-Philippe Dorion was another important figure in official translation during the years immediately preceding and following Confederation. Appointed translator in the Assembly of the Province of Canada in 1855, he was called upon to head its French translators' bureau in 1859, a post that he held subsequently with

the House of Commons in Ottawa until 1870. His contemporaries spoke highly of his knowledge of the dead languages, as well as of English, French and some Indian languages. He improved the quality of language in the French versions of legislation, but he had sometimes to bow to the dictates of politicians. Indeed, it was Sir Georges-Étienne Cartier who insisted that he translate "Dominion of Canada" by *Puissance du Ca nada* in the *British North America Act* of 1867. The translator –and he was not alone in this - found it hard to understand how a non-industrialized colony of three-and-a-half million inhabitants could be designated as a "puissance."

The federal translation services

Section 133 of the *British North America Act* places French and English on an equal footing in the House of Commons and before federal and Quebec courts. Moreover, the Standing Orders of Parliament provide that motions, once they have been seconded, shall be read in both English and French before being debated, and that all bills shall be printed in both languages before their second reading.

Between the years 1867 and 1874, there was no official record of parliamentary proceedings. However, summaries or extracts of debates appeared in newspapers or semi-official publications. The proceedings of both houses of Parliament began to be published in full only in 1875, in both official languages. The translation of debates that year was entrusted to private enterprise. Dissatisfied with the result, the members decided to have the debates translated, in the following year, by the team of official House of Commons translators.

Once the Act of 1841 concerning translation had been adopted, the federal administration's translation services became centralized. By 1910, however, this organizational structure no longer fully met the needs of a country whose activities had diversified and now extended to many specialized fields. To be able to provide quality translations within acceptable deadlines, generalist translators felt the need for specialization. In response to their feelings, the Committee of Internal Economy of the House of Commons dispatched Achille Fréchette, the Chief of Debates, to Belgium and Switzerland to gather information on the organization of official translation services in those countries.

In the report submitted on his return, Fréchette pointed out that the two countries

he visited had opted for a decentralized service favoring specialization. Consequently, he recommended nothing less than abandoning the centralized system:

> *The experience I have acquired during 36 years of service in the Commons has convinced me that in centralization rests the vice of our system . . . it is desirable to extend in Canada to all departments, the practice already intelligently introduced in some of them, as, for instance, the Department of Agriculture, and very recently, if I am not mistaken, that of Marine and Fisheries; and that departmental officers be given the duties of translating the annual reports of their departments and, among the other papers furnished by them to Parliament, those which the Printing Committee would recommend to be printed.*

Shortly before 1910, therefore, the number of translation services in the various government departments and bodies started to increase. Achille Fréchette's report was to be referred to many times in 1934 by reporters, translators, members of Parliament and senators during the stormy debate on the bill concerning the setting up of a centralized translation bureau.

In 1920 federal translators felt the need for organization and, joining with people dedicated to the promotion of the French language in the capital, they founded the *Association technologique de langue française d'Ottawa.* The aim of the members of this little "academy" was to gather together, in a spirit of fellowship, all federal government translators who shared the same professional aims; to encourage the methodical production of technological works (called specialized glossaries today); to establish a climate favorable to co-operation in research; and to purify the language of legislative and administrative documents produced by the federal government. They also wanted to increase the number of official publications in the French language and to be recognized as language "specialists" or "technicians." Thus the first efforts by translators to gain recognition of their professional status date from the '20s.

At the time, all translators dreaded a re-turn to a centralized system. By centralization they understood the elimination of the translation services in the various federal departments and agencies and the organization of all translators, including those in Debates and Laws

At the time, all translators dreaded a return to a centralized system. By centralization they understood the elimination of the translation services in the various federal departments and agencies and the organization of all translators, including those in Debates and Laws, into a single, large bureau. In the eyes of all, such a measure was

incompatible with the technical nature of translation.

Their fears were not unfounded. The idea of centralization, more or less abandoned in 1910, resurfaced in 1924. In a memorandum on the reorganization of departments and administrative services, the Civil Service Commission proposed to amalgamate, as an economy measure, the 19 translation services scattered among the departments and agencies of the federal government. In 1924, the salaries of 50 government translators (not counting those in the parliamentary sector), totalled $111,000. At the time, the three largest services were the departments of Agriculture, the interior and the Post office with seven, eight and seven translators, respectively.

In addition to the departmental sections, the federal translation services included two bureaus responsible for parliamentary translation (one attached to the House of Commons, the other to the Senate), the Laws section and the Blue Book section. Created in 1913 by the Clerk of the House of Commons, Arthur Beauchesne, the latter was housed in the Centre Block of Parliament. The blue books were official documents published by the departments for the information of the public. The translators of this section also translated the reports of Commons committees and the publications of departments not equipped with a translation service. For this reason it also came to be referred to as "General Translation."

Centralization did not take place in 1924, mainly because of the pressure brought to bear by deputy ministers on the Special Committee on the Civil Service. it was again the deputy ministers who, in 1932 and 1933, spoke out unanimously in favor of a decentralized service at the time of the inquiries of the Sellar Commission on the control of government expenditures.

Before 1934, there were the makings of two centralized translation services, one in the Department of the Secretary of State, the other in the Department of the Post Office. In accordance with an order-in-council dated September 10, 1931, the Department of the Secretary of State assumed responsibility for the translation of almost all letters in foreign languages received by other departments. Between January 1, 1933 and January 1, 1934, for example, J.P.D. Van Veen translated no less than 1,516 large-format pages (letters, certificates and various technical documents), for 24 government departments, in the following languages: 82 in Danish, 85 in Dutch, seven in Flemish, 10 in French, 574 in German, seven in Icelandic, 478 in Italian, one in Latin, 64 in Norwegian, eight in Portuguese, 1 33 in Spanish and 67 in Swedish. The language skills of this accomplished

polyglot bordered on the legendary. Indeed, it takes no great stretch of the imagination to see in J.P.D. Van Veen the illustrious precursor of the present Multilingual Services Directorate. As for the Post Office, its translation service translated close to 9,000 documents annually, dealing with a wide variety of subject matter, for the departments of Finance and the interior, the Tariff Board, the office of the Governor General and the Treasury Board.

A controversial reform

On January 29, 1934 the Secretary of State, the Honourable Charles Hazlitt Cahan, tabled a bill to provide for the creation of a central translation bureau to serve the entire federal government. His move immediately sparked an outcry, as spirited as it was unexpected. Never since, have 91 public servants (the translation establishment in 1934) generated so much feeling in the French language population, press and associations, and even among the entire contingent of MPs from Quebec.

This proposal for reform came at the height of the economic crisis gripping the country between 1929 and 1939. It was presented against a background of budgetary restrictions imposed by the Conservative Government of Richard B. Bennett and the recent elimination, as an economy measure, of 11 translator positions. The heated debate surrounding the issuing of bilingual postage stamps in 1927 was still fresh in people's memories, and there was controversy over the creation of the Bank of Canada and the printing of bilingual banknotes (1934).

Cahan's bill proposed bringing together all qualified translators working in the Public Service of Canada into a single bureau. The bill's sponsor cited the grounds of efficiency and economy. He wanted to put a brake on the "anarchic" development of translation within the federal administration. He also wanted to ensure a more equitable distribution of work among translators and eliminate the privileges enjoyed by parliamentary translators. He saw many advantages in the proposed reform:

> *. . . it is the opinion of the government that a reorganization such as that proposed in this bill will place translators from French into English and from English into French on a higher plane in the public serx4ce. It will avoid duplication of translation services and research work in relation thereto. It will ensure the effective co-operation of all officers and employees in the existing translation services. It will establish coordination and uniformity in the proper use of technical terms.*

> *It will improve the means of acquiring expert knowledge and competency and will promote the advancement of those employed in this very essential branch of the public service. It will tend to remove all discriminations in working hours and working conditions, and it will promote -and this is essential - the contemporaneous publication of public documents in both English and French for the use of Parliament and of the public. (Debates, House of Commons, February 27, 1934, p. 986.)*

However, this centralization, originally intended as a simple administrative reorganization, was seen, to the minister's great surprise, as "the most devastating blow dealt to French influence in the federal government in a long time" (Charles Gautier, editorial writer in the newspaper *Le Droit*). To the member for Ottawa, E.R. Chevrier, this bill was the most damaging to the interests of the French language ever introduced in Parliament.

It was claimed that the measure was in contravention of section 133 of the Constitution. The opponents of the bill feared that, deprived of their teams of translators, the departments would no longer offer any bilingual services. According to them, the measure would inevitably lead to a lessening of the influence of French within the federal administration.

All the francophone members of Parliament from Quebec united under one banner and showed their opposition by signing a petition in which they demanded nothing less than the indefinite postponement of this bill which, as one of them said, had sprung up in the dark like a mushroom, but was not nearly so palatable. People were convinced that this piece of legislation was directed against French influence, French translators (20 section chief positions were going to be abolished) and against the principle of institutional bilingualism. Some members of the governing Conservative party proclaimed that they were prepared to bring down their own government if the bill was not withdrawn. The Cahan bill was even seen as an encroachment on the prerogatives of the House of Commons and the Senate.

Faced with such a storm of opposition, the minister agreed to refer the bill to the parliamentary committee dealing with the civil service if it was passed on second reading. It was then March 8. The battle moved from the floor of the House of Commons to the parliamentary committee consisting of seven members, four anglophones and three francophones. Between March 14 and May 9, 12 witnesses appeared before the committee. One of the main witnesses, the Chairman of the Civil Service Commission,

Charles H. Bland, tried to show the advantages of centralization, as the commission had done 10 years earlier.

The chiefs of parliamentary translation Léon Gérin (Debates), Hector Carbonneau (Blue Books) and Oscar Paradis (Laws) came in turn to describe their respective services and the conditions of work of their staffs. It was learned that, when Parliament was in session, translator worked more than 70 hours a week. Léon Gérin spent an average of 12 hours a day at his office, six days a week.

> "Are you married?" he was asked by a committee member. "Yes, sir," replied the Chief of Debates, "but my wife does not accompany me to Ottawa. I would not be able to spend any time with her."

All the translators questioned by the committee, except for one, said that they were in favor of maintaining the status quo. Once again, the deputy ministers made their voices heard. Their views had not changed since 1924 as they still regarded with disfavor any attempt to take away their translators. Their arguments, too, were the same and concerned the confidentiality of certain documents, public security, the danger of leaks and indiscretions, and the speed with which work could be done. All these arguments militated in favor of decentralization and specialization. Once all the witnesses had been heard, the parliamentary committee proceeded, on May 9, to study the bill section by section. All the proposed amendments were rejected.

Once past third reading in the House Commons, the bill was submitted to Senate. The Senate leader, the Right Honourable Arthur Meighen, tabled it for the first reading on May 29. Two days later, in a move that was rare when a bill had already been studied in a Commons committee, the senators sent the bill back to the Internal Economy Committee. On June 12 the bill was returned to the Senate without amendment. Debated at the third reading on the following day, it was finally passed in its original form. It received royal assent on June 28.

Epilogue

Having weathered the storm and finally become law, the new Act respecting the Bureau for Translations placed all federal translators under the authority of a single minister, the Secretary of State, and made them subject to the provisions of the Civil Service Act. It also created a bureau and the position of superintendent. These were its only direct effects.

The statutory provisions of an Act are one thing, the terms and conditions of their application are another. Nowhere in the body of the Act does it say that the new bureau would absorb the qualified translators of the departments into a single organization. Although it is the legislator's implicit intention, this is a question of the Act's application. "Bureau" can, therefore, be read in the concrete sense of "place of work" or in the abstract sense of "service."

In the early '30s, all federal accountants were placed under the authority of the Department of Finance but were not physically removed from the departments. It was such modified centralization that the vast majority of translators were requesting.

Would the staunchest supporters of the maintenance of translation services in the departments and agencies, the influential deputy ministers, succeed in convincing the Secretary of State and the new superintendent to give to the word "centralization" the meaning of co-ordination, rationalization, direction and supervision, without going so far as to merge all the teams of translators? Such was the situation in the immediate aftermath of the storm. A delicate task awaited the future head of the translation service: to interpret the meaning of the word "bureau" within the spirit of the Act, while at the same time not disappointing the translators' expectations.

The Translation Bureau
Fifty Years of Service
to the Canadian Public
1934-1984

I Organization of the Bureau 1934-46

At the beginning of July 1934, the parliamentary translators were able to take a rest from their labors. Those who did not live in the capital were getting ready to return to their families. Since the session had been an exceptionally long and difficult one, the government of Richard B. Bennett gave them a well-deserved extension of their holidays. Their fate, like that of their colleagues in the departments, had not yet been decided. The translators, however, were not happy about the uncertainty; they would have liked some information about what would happen to them upon their return from holidays.

More than one translator was upset by talk that they would be housed at the Printing Bureau. These public servants had considerable autonomy. All the rumors in circulation led them to wonder about their new working conditions, status, salaries, future chief and the control to which they would be subjected. In such a climate of uncertainty, they left the capital.

The first superintendent

Some weeks after the end of the session, the Civil Service Commission announced a competition to select the head of the new bureau, who would receive a maximum salary of $5,400 a year.

On October 1, the name of the successful candidate was announced. The French-language daily *Le Droit* had a heading spanning seven columns: “Monsieur Robichaud, directeur fédéral de la traduction. “According to the Act, the “Superintendent” - an official title that did not please everybody - was given responsibility to “supervise and control the Bureau under the direction of the Minister.”

Domitien Thomas Robichaud was not a newcomer to translation. Born in Shippegan, New Brunswick, in 1881, he entered federal government service in 1909. Five years later, he was appointed translator to the Department of Public Works, and promoted head of the section in 1927. The first superintendent was, therefore, well versed in the status of translation within the federal government. He was also aware of the feelings of translators on the subject of centralization.

Having taken the oath on October 2, he lost no time in setting to work. He hoped to complete the organization of the bureau before the beginning of the session scheduled

for January 12, 1935. The Secretary of State, Charles Cahan, lent him his office in Parliament.

The staff of the office of the superintendent at the time was small, consisting only of the superintendent, a secretary and an office boy. As secretary, Robichaud enlisted the services of Georges-R. Benoît, translator in the Department of Mines and secretary of the *Association technologique de langue française d'Ottawa*.

Three priorities awaited the new head of translation: to set up the bureau he would administer since, as will be recalled, this body existed only on paper; to publish the French version of *Hansard* at the same time as the English version; and to ensure that both the French and English versions of all departmental annual reports could be tabled during the first week of each new session.

Formation of the bureau for translations

Clearly the most delicate of these three tasks was the formation of the Bureau for Translations. This was done in stages and called for considerable tact and diplomacy, since resistance front translators, especially those in Debates, was great. A tour of the translation services was indicated. After consultation with the section chiefs and the deputy ministers on the advantages and disadvantages of a possible consolidation of all the translators into a central translation service or a "Centrale de traduction" as it was then referred to, Domitien Robichaud recommended to the Secretary of State that the translators be left in the departments - at least for the time being - but that they be placed under the jurisdiction of the new bureau. The aim of the operation was to remove the translators from the authority of their respective deputy ministers and to ensure better translation co-ordination and a more equitable distribution of work. This measure also made it possible to apply a single salary scale to this group of public servants. The superintendent's compromise solution did not in any way run counter to the provisions of section 3 of the Act respecting the Bureau for Translations which specifies the powers and role of the new body:

> *…collaborate with and act for all departments of the public service, and both houses of the Parliament of Canada and all bureaus, branches, commissions and agencies created or appointed by Act of Parliament,*

> *or by order of the governor-in-council, in making and revising all translations from one language into another of all departmental and other reports, documents, debates, bills, acts, proceedings and correspondence.*

In August 1934, an initial order of the Privy Council transferred about 30 parliamentary translators to the new bureau. They immediately lost a cherished privilege, that of working only while Parliament was in session, which amounted to no more than rive or six months each year. In December a second order added another contingent of some 30 translators, scattered among the departments, to the first group. At the end of 1934, the new centralized translation service had a total of 57 translators and about 15 support staff.

It was only in November 1937 that a third order authorized the transfer of translation personnel from rive other departments. A few services eluded the bureau's jurisdiction for several years. Such was the case with the External Affairs service and that of the Senate, the inalienable preserve of the tenacious Louvigny de Montigny.

Night translation

Before centralization, the full French version of the proceedings of the two houses of Parliament appeared with a delay of several days, rendering it all but useless and causing extreme annoyance to French-speaking members and reporters.

To remedy the situation, beginning with the 1935 session the superintendent introduced the novel system of night work at Debates. This bold initiative gradually reduced the delay to 24 hours, six hours and finally one hour. Later still, it became possible to produce the two versions of *Hansard* more or less simultaneously.

As compensation, the translators at Debates were given three months' sessional leave in 1935-36. Originally a departure from manual procedure, this leave has been granted each year since. The system of night work, too, is still in effect. The translators of the Laws Division, for their part, were granted six weeks' leave.

Improvement of the translation service

Until 1934, the French versions of departmental annual reports appeared with a delay of

several months, or even years. For example, one department produced its annual report for the 1928-29 fiscal year in English in February 1930, but the French version was not available until July 1931, exactly 28 months after the end of the fiscal year! The French-language press had for a long time been demanding that such important documents be tabled in French and English simultaneously. Beginning with the 1935-36 fiscal year, the rational use of the bureau's human resources made this possible.

The new bureau, therefore, lost no time in improving the quality of translation service within the federal administration. Nevertheless, all the opponents of centralization had not yet conceded defeat. Exactly two years after the introduction of the Cahan Bill in the House of Commons, the Honourable Jean-François Pouliot tabled a bill consisting of two sections: the first simply repealed the Act respecting the Bureau for Translations, and the second returned all translators under the immediate authority of the deputy ministers. This final attempt to turn back the clock was given short shrift: the Speaker of the House ruled the bill of the member for Témiscouata out of order.

Apart front a few diehards, the large majority of members on both sides of the House soon recognized the advantages derived from the reorganization of the translation service. In 1937 the new Secretary of State, Fernand Rinfret, praised on the floor of the House of Commons the fledgling bureau for which he had responsibility, notwithstanding that his party in 1934, then in opposition, had led a relentless struggle against the Cahan Bill.

The Honourable Richard B. Bennett, whose party had suffered a crushing defeat in the 1935 elections, could not refrain from commenting to his political adversary, not without a touch of malice, that "It must be a matter of satisfaction to those who initiated the legislation to now have the stamp of approval of those who a few short months ago gave it their greatest condemnation." Revenge is sweet to a parliamentarian. . .

Documentation "in tatters"

The translators of the day had scant documentary resources, according to a letter sent by Omer Chaput, a division head, to the superintendent in 1937 urgently requesting dictionaries. The only documentation available to the four translators in his service consisted of three English-French dictionaries of which two were "in tatters," one *Larousse Universel* also "in tatters" and four volumes (letters A to M) of the

Encyclopédie Larousse du XX° siècle. They had no English dictionaries or specialized reference books. His request did not fall on deaf ears; two years later this service could boast of 17 new works, most of them "in good condition."

Among these new acquisitions were *L'Expression juste en traduction* (1936) and *Le Vocabulaire pratique de l'anglais au français* (1937). The authors of these works were, respectively, Pierre Daviault, a reviser at Debates, and Leon Gérin, the head of Debates between 1919 and 1935. The fruit of personal initiatives, these two publications were of great help to all Canadian translators at a time when good work instruments were relatively scarce. The first edition of *Harrap's French-English dictionary* appeared in 1934 and Part II, English-French, was not available until 1939.

Two war missions

During the war, a number of bureau translators participated in international projects. In 1942 Canada agreed to lend 18 of its translators to the American Army's Language Bureau to assist with the translation into French of 500 manuals destined for the French Forces in North Africa. Made up of Debates translators, this team went to New York during the parliamentary recess. This was the bureau's first international mission. The first superintendent was never required to travel in the discharge of his mandate.

The same year 12 translators were assigned to the army's Bureau of Bilingual Publications, renamed the Army Language Bureau as soon as it began to translate foreign languages, especially Russian. This team, placed under the authority of Colonel J.H. Chaballe, whose chief reviser was Pierre Daviault, helped compile an English-French, French-English *Military Dictionary*. The preliminary edition of 15,000 words appeared in 1943. It was the result of co-operation between the General Staff of the Canadian Army and the War Department of the United States. The final edition, published two years later, contained 100,000 terms.

When one considers how many new words had to be created to designate flew weapons and the most recent innovations in military strategy, one can appreciate the scope of this achievement. Even when dealing with the simplest and most current military terms, exact equivalents are not always present in French and English vocabularies. The compiling of this dictionary represents the first major achievement by the staff of the Canadian government's Translation Bureau in the field of terminology.

Shortage of translators

The bureau's difficulty in recruiting competent translators is not a new development. In 1936, six candidates out of 198, a mere three per cent, passed tire recruitment examination. This contrasted sharply with the examinations for shorthand typists organized the same year by the Civil Service Commission, in which out of 1,000 candidates, 823 were successful, giving a pass rate of 82.3 per cent. The recruiters of translators can only dream of such figures.

It was partly to remedy this shortage of good translators that Pierre Daviault in 1936 suggested to the University of Ottawa that it set up a professional course in translation. The university agreed and thus became the first institution of higher learning in Canada to provide such training. Pierre Daviault was to give this course for 27 years. In addition to future candidates for translator positions, his students included young government translators wishing to prepare for promotion examinations. Thus a member of the Translation Bureau had the honor of being the first teacher of translation at the university level in Canada.

At that time, women did not yet seem to be drawn to a career in translation. They represented 14 per cent of the translator corps. It was still such a novelty that on October 17, 1936, *Le Droit* had a headline announcing that three women were sitting for the translation examination.

Before the arrival of Rosette Renshaw in 1943, no woman had worked in Debates. Before entering this male preserve, Rosette Renshaw, a graduate of McGill University, had been a translator for a year at the Department of National War Services. She remained in Debates until 1951. In 1949 Gabrielle Saint-Denis arrived, followed by Irène de Buisseret in 1950 and Irène Arnould and Marie-Blanche Fontaine in 1952.

A well-earned retirement

In 1946 at the age of 65 years, after 37 years and seven months in government service, including 12 in the Translation Bureau, Domitien Robichaud took a well-earned retirement. He had been decorated in 1943 with the imperial Service Order, a prestigious British medal awarded to public servants with exceptional records of service. The only

other translator in government service to have earned this distinction was Achille Fréchette, to whom it was awarded upon his retirement in 1910.

On leaving his post, the first superintendent passed on to his successor a bureau with a staff of 180 and a structure based on two main sources of work: Parliament and the departments. The parliamentary translation service consisted of three divisions (Laws, Debates, General Translation), while 16 teams of translators, called divisions, served as many departments. In addition, one of the translators, Édouard Maubach, was officially responsible for translation in foreign languages. Before succeeding J.P.D. Van Veen who died in 1936, Maubach worked in the Translation Division of the Dominion Bureau of Statistics where he occasionally translated documents in Portuguese, German, Italian and Spanish at the request of the superintendent. The superintendent sent him the appropriate dictionaries, which he had to return with his translations.

Despite what some called a forbidding manner, Domitien Robichaud excelled in solving human problems. This quality stood him in excellent stead in allaying translators' apprehensions and opposition to centralization.

We can thank him for having given a realistic interpretation to the *Act respecting the Bureau for Translations*, for having applied its provisions in an intelligent, realistic and human way, and for having achieved the impossible in producing both the French and English versions of *Hansard* almost simultaneously. He skilfully ensured that all translators were not placed under the same roof or on the same footing.

II Early innovations 1947-55

When Aldéric-Hermas Beaubien officially succeeded Domitien Robichaud on March 25, 1947, he was already an old hand at translation. He had entered government service in 1910, having just turned 20 years of age. Assigned to the Translation Section of the Department of Agriculture, he did a little of everything - proofreading, typing and office work.

Transferred to the Department of Public Works section, he learned the art of translation under the guidance of Doctor Antoine-Emmanuel Belleau, a former doctor turned translator (a rare case indeed). From there he went to the Blue Book Division and then to Debates where he succeeded the chief, Leon Gérin, in 1936. Upon taking over the helm of the Bureau for Translations, the new superintendent had no less than 37 years' experience in administrative translation to his credit.

Emergency at parliamentary committees

The first superintendent was able to resolve the question of the delay of the French version of *Hansard* to the satisfaction of the parliamentarians. But now a new source of dissatisfaction arose. The members began to complain about the delays in the appearance of the French version of committee proceedings, which the House had required to be translated and published in full for some years.

As long as the number of committees was not too great, the bureau had no difficulty in absorbing the increased workload. However, during the 1946 session alone, 16 committees held hearings. The proceedings of this unprecedented number of committees totalled 7,876 pages or about two-and-a-half million words. For the first time, the bureau's staff was overloaded with work.

In his last annual report, 1945-46, Domitien Robichaud estimated that 12 translators should be assigned exclusively to the translation of committee proceedings. Until then, any increase in the volume of work had always been offset by an increase in personnel. But how was it possible to recruit 12 translators overnight? Aldéric Beaubien had to do something that had not been done before - resort to the services of freelances outside the bureau. The rate offered was half a cent a word.

This practice, "institutionalized" over the years, had the effect of creating a

network of independent translators throughout the country and led to the mushrooming of translation companies receiving some or all of their work from the federal Translation Bureau. Nevertheless, during the ’50s the proportion of texts contracted out remained relatively small, representing about three per cent of the bureau’s total production.

Foreign languages

Until the end of the war, tire Foreign Languages Division consisted of a single translator, Édouard Maubach, and shorthand typist. Around 1949, they were joined by D.I. Lalkov, a former officer in the imperial armies of the Czar. This Bulgarian spoke English, German, Hungarian, Russian and several other Slavic languages. The volume of work involving foreign languages grew quite rapidly toward 1950, mainly because of the economic upsurge during the prosperous postwar years and Canada’s growing international role.

In 1955 the division already had 13 permanent staff and many occasional translators. It was made up of three sections: German (R. Hoff); Romance (Luis Lozano); and Slavic, Scandinavia and other (B. Plaskacz). This division was to become the home of the bureau’s polyglots. It was not rare to rind in it former globetrotters who spoke seven, eight or 10 languages – a very convenient arrangement for helping out a colleague in another section suddenly inundated with urgent work.

But what kind of work was done by these translators, most of whom were of foreign origin (though this was not the source of their division’s name)? According to Luis Lozano, the work done in this division was generally into English and it involved translating articles on Canada appearing in the foreign press, scientific documents, official communiqués, diplomatic notes, claims against the Post Office, requests for documentation, crank letters urging us to leave the British Empire immediately and ardent love letters from girls in tropical countries who had become enamored of our political leaders. In short, there was enough to break the monotony and to suit each translator’s taste.

In addition, the Department of External Affairs published brochures on Canada or texts of important speeches in German, Spanish, Italian, Dutch and Portuguese. The division’s other main clients at this time were the Immigration Service, the Statistics Bureau and the departments of Agriculture and Trade.

Skills deserving recognition

Aldéric Beaubien always sought to enhance the work of the translators and to gain recognition for their professional status. He took pains to improve their conditions of work and to obtain increases in their salaries. He also maintained excellent relations with professional associations and universities, and attached much importance to employee training and development. In 1950, for example, he suggested to the University of Ottawa that it set up English courses for translators. The university acted on his suggestion. He also welcomed as trainees students from the linguistics section of the University of Montreal studying for a diploma or a Master's degree in translation.

He was convinced, furthermore, that translators were eminently qualified to provide advice on language matters and that such a role could only enhance their image and prestige within the public service.

He, therefore, took the initiative and asked to appear in 1951 before the House of Commons Committee responsible for revising the Dominion Elections Act. Speaking on behalf of the Translation Bureau, he suggested a series of terminological changes to the wording of the Act. Among other things, he suggested that the designation "officier rapporteur," modelled literally on the English "returning officer," be replaced by "directeur de scrutin."

To his great surprise, he encountered fierce opposition from some French-speaking members who apparently were not prepared to consider translators as language specialists. These members even went so far as to accuse them of wanting to legislate in their place! The newspapers expressed shock at this hostile attitude. "Translators should be considered as technical advisers," read a headline in *Le Devoir*. And yet, already during this period, members of the bureau were acting as consultants on various departmental committees, including that on geographical nomenclature, in the Department of Mines. Thus their competence as advisers in language matters was already implicitly recognized. Another 20 years had to pass before it received official recognition.

A wish - and some unexpected results

From several points of view, 1953 is an important year in the history of the bureau. To properly understand the chain of events, we must go back to the House of Commons December 11, 1952. On that day the member for Laurier, J.-E. Lefrançois, gave his first address in the federal Parliament which he entered in 1949. At the end of his address, he expressed the following wish:

> *. . . I should like to express the hope that the government, after having gratified us with such a perfect loudspeaker system, will favor us with a system of simultaneous translation which would allow everyone to hear all the speeches in his own language, regardless of the one used by the speaker.*

This was the first time a member had voiced in Parliament the possibility of providing this service for members. A reporter on the newspaper *Le Canada* had raised the idea several months earlier and it had been taken up the next day by his colleague at *Le Devoir* with an article about simultaneous and mechanized translation in the Commons.

The wish of the Honourable J.-E. Lefrançois did not fail to reach the ears of the superintendent, who realized that nobody in his service was truly competent in simultaneous interpretation; should the government decide to provide such a system for the Commons, the bureau risked being caught unprepared. Therefore, in February 1953, Aldéric Beaubien went to New York to gather information on the organization of simultaneous translation and interpretation services at the United Nations. This was the first time since the creation of the bureau that the superintendent had to travel in the performance of his duties.

Two innovations

From his trip to the American metropolis he brought back two new ideas: translation using a dictating machine and a terminology service.

In 1953 a small number of federal translators discovered a new aid to translation: the dictating machine. The use of this “technological innovation” began to catch on, but

slowly; in 1955 the Translation Bureau had only five or six of these machines. The services using them were referred to as "mechanized." Translators seemed reluctant to abandon their pens or typewriters for a microphone.

A terminology service, on the other hand, was indispensable to remedy the shortage of dictionaries and reference works that was still acute in the divisions. In the Foreign Languages Division, for example, in 1951 there was a sin dictionary - dating from the last century! Since the documents to be translated were becoming increasingly technical, it became urgent to make fuller documentation and reliable technical vocabularies available to translators, well as to provide them with terminological assistance.

In January 1953, the translators, as members of the *Association technologique de langue française* (ATLFO), set up a lexicology centre at 490 Sussex Street, in premises made available to them free of charge by Superintendent Beaubien. Some 50 volunteers agreed to devote one night a month to the compilation of a central card index at the centre, and all federal government translators were invited to submit the results of their terminological research.

Bureau management and the translators who belonged to the ATLFO shared a common concern: the formation of a documentation centre and the development of terminological research. Invited to address a luncheon meeting of the association, the superintendent announced he intended to recommend to the appropriate authorities in the Department of the Secretary of State that an official body dealing with terminology be created, similar to that existing at the UN. He even raised the possibility of the bureau absorbing the new lexicology centre, an idea that was favorably received by the members of the association. The project gradually came to fruition and the integration took place in December of the same year. It was, therefore, on Aldéric Beaubien's initiative that the first official terminology service was established in Canada.

The first terminology service

The new service proposed to find new terms and their equivalents and to help translators in their research. To fulfil the first part of its role, it sought the co-operation of the divisions. As for the second, its aim was to serve as a backup service, rather than to "predigest" the translators' texts for them.

At the outset, the service had only one terminologist, working under the direct supervision of the superintendent. His duties consisted of making bilingual cards, drafting terminological bulletins and guidelines, gathering useful documentation, answering requests for advice over the telephone, and assuming responsibility for the physical preparation and distribution of the service's publication. He had to be a jack-of-all-trades.

In setting up the service, the bureau also wanted to work toward the standardization of vocabulary in official documents and to eliminate the haphazard proliferation of various terms to designate one and the same concept. For example, the English expression "administrative officer" had the following French equivalents in federal government documents: "préposé à l'administration," "fonctiontiaire administratif," "agent d'administration" and "officier d'administration." All these equivalents were a source of confusion.

During the first year of its existence, the service published, in mimeographed form, 25 terminological bulletins (monographs prepared by specialist translators) and five terminology guidelines (small studies dealing with lexicology, grammar or stylistics).

Consolidation of the bureau

The creation of the terminology service came at the right time, since the French language was gaining ground in the federal administration. The growth, albeit modest, of the Translation Bureau was an indicator of the expanding role of French in the federal government. Thus for the 1954-55 fiscal year its production was close to 76 million words, its budget exceeded $1 million and its personnel consisted of 252 translators, managers and support staff. This growth justified the creation, in the fall of 1953, of the position of assistant superintendent. Pierre Daviault, then head of Debates, became the first incumbent.

In December 1954, a month before his retirement, Aldéric Beaubien was entrusted with a final official mission abroad. The Department of the Secretary of State sent him to Paris as an observer at the first congress of the international Federation of Translators. The members of ATLFO unanimously chose him to represent them. The plenary session of the congress honored him by electing him to one of the four posts on the council of the federation.

This mark of recognition, reflected on the bureau as a whole, culminated 44 years spent in the translation service of the federal government. In writing to the Under Secretary of State, Aldéric Beaubien said that it was not without regret that he was taking leave of a career he loved and of colleagues he considered friends. However, the satisfaction he felt in having played an active part in the organization of the translation service and in the establishment of the excellent reputation it enjoyed would, he felt, make his departure a little easier.

III Diversification of services 1955-64

When Pierre Daviault became the third superintendent of the Translation Bureau, he already had a well-established reputation, not only among translators but also in literary and intellectual circles throughout the country.

After studies at the University of Montreal and in Paris, he turned to journalism. In 1923 the daily *La Presse* appointed him as its parliamentary correspondent in Ottawa. His career as a journalist was short for in 1925 he joined the translation service in Debates in the House of Commons. Subsequently, his career led ever upward, to Deputy Chief of Debates in 1939, chief in 1946, assistant superintendent in 1953 and finally superintendent in 1955.

A man of letters and a tireless worker, Pierre Daviault was the recipient of many awards, including the medal of the *Académie française* in 1935, and his writings appeared regularly in many newspapers and periodicals. He also played an active part in the intellectual life of the Royal Society of Canada and the *Société des écrivains*.

The possessor of a lively professional conscience, Pierre Daviault labored unceasingly in the defence of the French language in his country. He described himself as a "watchdog of the French language in Canada." His writings on translation are authoritative, especially his "notes de traduction," published between 1931 and 1941.

As his right hand, the new superintendent enlisted the services of Louis-Philippe Gagnon who occupied this position until his retirement in 1962 when he was succeeded by Henriot Mayer.

Winds of language reform

In the early '60s, the application of section 133 of the *British North America Act* in federal institutions was becoming a major political issue. A fundamental re-evaluation of the true status of the two official languages was taking shape.

In 1960 the Canadian Bill of Rights guaranteed to each person the right to the assistance of an interpreter if he or she was a party or a witness before a court, commission, board or other tribunal. In the Heeney Report of 1961, the Civil Service Commission favored the principle of all Canadians having the right to be served in French or English by the federal government. The following year, the Glassco

Commission, studying the organization of the federal government, reiterated the language recommendations of the Heeney Report. In 1963 the government of Lester B. Pearson began the work of the famous Royal Commission on Bilingualism and Biculturalism. Finally, in 1964, the Civil Service Commission created the Language Bureau.

All these events, as well as many others, served as a prelude to an in-depth language reform. It was too early to foresee the effect of this redefinition of the roles of French and English in the federal administrative apparatus on the Translation Bureau.

The evolution of the bureau between 1955 and 1964 is marked above all by the creation of the first division outside the capital, the establishment of an in house training school, increased terminological research, an increase in the volume of work done on contract and, in particular, the formation of a corps of interpreters.

This period is characterized by a branching-out and a diversification of services rather than rapid growth. Over nine years, the bureau increased its establishment by only 60 new recruits. Thirty years after centralization, it had a staff of 339, a budget of less than $2 million and a total production of 119 million words.

During the 1954-55 fiscal year, at the request of the Department of National Defence, the bureau seconded one of its translators to the Collège Militaire Royal de Saint Jean. This was the first time that a translator had been required to work on a permanent basis outside the capital.

Recruitment initiatives

Staffing had always been a problem for the bureau. Never, however, had the shortage of translators been felt as keenly as in the early ’60s. Between 1959 and 1963, only seven new translators joined the bureau’s staff. This amounted to fewer than two each year. In an annual report, the superintendent complained that this shortage hampered the efficient running of the service. As the machinery of government became more complex, the departments flooded the service with documents for translation.

Greater ingenuity had to be exercised to find a solution. Initially, the superintendent expounded the bureau’s needs in talks or articles for publication in newspapers and specialized reviews. His assistant undertook a tour of classical colleges and universities. But these initiatives, intended to interest young Canadians in translation as a career, proved insufficient.

The bureau then turned to training the personnel that it needed. In 1963 the training school was set up. This institution, directed by Louis Charbonneau, admitted candidates who, while not fulfilling all the requirements for working level translators, had nevertheless displayed an aptitude for translation at the recruitment competition.

It was with recruitment in mind that in the following year the bureau launched its Montreal division; it hoped to keep those successful candidates who were unable to accept a position in Ottawa. The first decentralized service was headed by Markland Smith, assisted by Raymond Mercier.

Originally the division consisted of eight translators, one clerk and one shorthand typist. Eight years later, when the division's first chief retired, it had no less than 60 translators and 20 managerial and support staff. It served 35 regional offices of the federal government in Quebec and it translated eight million words annually.

Freelance translation

The volume of work done by freelance translators increased markedly in the latter half of the '50s. From 1955 to 1960 it leapt from two to five-and-a-half million words or from 2.7 to 6.4 per cent of the bureau's annual production.

This increase was attributable to the shortage of translators, the growth in the number of parliamentary committees whose proceedings had to be translated in full and the need to produce rapidly in French certain military documents, in particular the official history of the Second World War. Added to the above were the specific requirements of the Foreign Languages Division, which had to rely on a large pool of independent translators for translation front about 40 languages. During this period the volume of scientific and technical publications translated front Russian increased greatly as a direct result of more cultural exchanges with the U.S.S.R.

A new service: parliamentary interpretation

The most notable event in the evolution of the bureau from 1955 to 1964, however, was the inauguration of simultaneous interpretation in the House of Commons and in the Senate. This new service was introduced over a number of years and, unlike the centralization proposal in 1934, did not arouse a storm of protest.

In Belgium, the first country to acquire such a system, parliamentary interpretation had existed since 1936, and in Switzerland, since 1946. In Canada, toward the end of the ’40s, several organizations tested mobile, simultaneous interpretation equipment. In 1949, the University of Montreal, a pioneer in this field in Canada, even launched an experimental “microphone interpretation course.” This course was incorporated into its translation pro min 1951.

As mentioned earlier, the possibility of providing an interpretation service was first raised in Parliament in 1952. This wish, expressed by a member of Parliament, did not produce any direct results but it did plant the idea in the minds of members and reporters. In 1956 the Honourable Georges Villeneuve, member for Roberval, echoed the words of the Honourable J.-E. Lefrançois and had a resolution on interpretation entered on the order paper; his resolution was not debated.

The same year, national associations added their voices to the call for installing a simultaneous interpretation service in Parliament by submitting memoranda to the government or to the Speaker of the House of Commons to that effect. One of these associations was the Canadian junior Chamber of Commerce whose meetings, since 1953, had all taken place in French and English using simultaneous interpretation.

Thus this new technique of instant oral translation began to spread and find favor with the organizers of nationwide events. Some members even had the opportunity of viewing its advantages at the Knesset and the UN, where it had existed since 1946.

Another decisive event happened in the summer of 1957. During the recess, the Post Office department installed a temporary interpretation system on the premises of the House of Commons for the use of those attending the congress of the Universal Postal Union, whose sole official language is French. For the duration of the congress, delegates from 96 countries were able to communicate with one another thanks to the services of translators equipped with headsets and microphones.

The Prime Minister’s motion

Once the congress was over, the newspapers began a veritable campaign in favor of simultaneous interpretation in Parliament, demanding that the temporary interpretation facilities become permanent. The government of John Diefenbaker then gave the Committee of internal Economy of the House of Commons the responsibility for studying

the various aspects of this question.

Even before the committee could table its report, a member of the Liberal opposition, Maurice Breton, moved a resolution that the government consider "the advisability of setting up a special committee of Parliament for the purpose of considering the establishment of a system of simultaneous translation." This was on November 25, 1957. During the long debate that followed, most of the opinions expressed were favorable and enthusiastic support came front both sides of the House.

Some members feared, however, that the introduction of such a system might lead to a slackening of efforts by parliamentarians to learn the other official language. Others viewed the installation cost as prohibitive: $39,375 to equip the 275 desks on the floor of the House and 625 seats in the galleries with individual earphones.

Then in January 1958, three graduates in interpretation from the University of Montreal, Andrée Francoeur, André d'Allemagne and Blake T. Hanna, were invited by the Canadian Broadcasting Corporation to provide simultaneous interpretation into Canada's two national languages of the speeches delivered at the Liberal party congress in Ottawa. The experiment, witnessed by the Canadian public, was a success. This was a "first" in the short history of interpreting and television broadcasting in Canada.

Faced with so much conclusive evidence, the government of the day decided to act. On August 11, 1958, Prime Minister Diefenbaker tabled the following motion:

> *That, in the opinion of this House, the government should take into consideration the adi4sability of setting up a special committee of parliament for the purpose of considering the establishment of a system of simultaneous translation.*

The motion was approved unanimously by the members. Parliamentary interpretation was seen as a symbol of national unity, as a way of bringing Canadians of the two major language groups closer together. Through its interpreters, the Translation Bureau would participate in the day-to-day running of the country's affairs and would help to convey to the public the image of official bilingualism.

The first interpreters

But who in the country would be able to practise this mysterious calling, considered

"impossible" at the time? At the first competition, seven candidates were recruited. These pioneers of parliamentary interpretation in Canada were Valérie Sylt, Margo Ouimet, Anthony Martin, Raymond Aupy, Ernest Plante, Raymond Robichaud and Maurice Roy. Madame Sylt, a Luxembourger by origin, was the only one who had had any experience in interpreting. Margo Ouimet was a graduate of University of Montreal, while Anthony Martin was a Montreal stenographer. The last four, all employed at Debates, were called "mechanized" translators because they worked with dictating machines. Moreover, they were familiar with the life of Parliament in Ottawa, an important asset in the work they were about to undertake.

During the five months between the adoption of the resolution and the installation of the necessary facilities in the House, Henriot Mayer, then Chief of Debates, undertook to "retrain" the translators to accustom them to working in future with their ears and voice. Since recording of the proceedings of Parliament was strictly forbidden, the future interpreters were obliged to take turns reading and interpreting pages of *Hansard*.

The team made its debuts in the House of Commons on January 16, 1959. Its novelty made it a success. The Prime Minister expressed his delight with the new system: "Mr, Speaker, … I have listened to the translations passing back and forth as a result of the introduction of this simultaneous translation system, and I must say it is operating exceptionally well… The degree to which the translation follows the uttered word is really remarkable."

Inaugurated in 1959, simultaneous interpretation has now served the House of Commons for exactly 25 years. The Translation Bureau is, therefore, marking a dual anniversary in 1984: its 50th anniversary and its first 25 years of parliamentary interpretation.

With time, the voices of the interpreters became so familiar they ended up by blending in with the decor. Isolated in their booths, some interpreters even came to think of themselves as part of the furniture! "I suppose this was a sort of tribute to our discretion and effectiveness," Raymond Robichaud was to write later with a touch of irony.

Originally attached to the Debates Division, in 1960 interpretation became a separate service headed by Raymond Robichaud. His assistant was Ernest Plante. This administrative change resulted from the service's rapid expansion. Interpreters were sought everywhere - for parliamentary committees, departments, Canadian delegations

abroad, national or international conferences and other similar activities. Eighty-hour weeks were not infrequent. Margo Ouimet reminisces that in those days she spent more time at work than at home, as did her colleagues.

Since the new simultaneous interpretation was found fully satisfactory in the House of Commons, the senators, too, expressed the wish to have such a service. Owing to a delay of several months in the delivery of the equipment, interpretation did not begin in the Senate until September 14, 1961.

The bureau soon discovered it was not any easier to recruit interpreters than translators. Faced with this stark fact, it decided to train the interpreters it needed, and set up a course to teach interpreting to translators who displayed an aptitude for this type of work and were willing to trade in their typewriters for headsets and a microphone.

Terminological publications

Under the guidance of Pierre Daviault, the Terminology Service, too, was becoming a hive of activity. Cooperative agreements were drawn up with similar organizations abroad, including the *Comité d'études des termes techniques français* in Paris and the service exchanged specialized vocabularies with them. As early as 1956, thought was given to expanding the area of influence of the service by making the terminology bulletins available to the general public.

The number of these bulletins increased to 12 a year, with a record of 22 in 1957. The subjects dealt with varied widely, covering fields as diverse as town planning, citizenship, textiles, heraldry and electronics.

Special mention should be made here of Hector Carbonneau's famous *Vocabulaire général*. This monumental work of a translator-lexicographer who spent 49 years of his life in the service of the federal government is the most substantial ever achieved by a Canadian translator. It is the culmination of 35 years of patient research in more than 800 reference works. The 2,700 pages of the vocabulary, based on the entries in his personal card index, appeared first in instalments between 1957 and 1960; they were reprinted in 1972, making up the seven volumes of BT-147, which translators refer to among themselves as "le Carbonneau."

Throughout his career, Pierre Daviault attached a great deal of importance to terminology. He was the ideal person to continue the work begun in this field by his

predecessor. His reworked, updated and supplemented "translation notes" appeared in 1961 under the title *Langaqe et traduction*.

Death of a master translator

Only a few short months after retiring as head of the Translation Bureau, Pierre Daviault died suddenly on November 18, 1964. To occupy his "leisure years," he had just been entrusted with the task of charting a new course for the Terminology Service.

By virtue of his personality, education, ability, professional conscience, regular appearance on radio programs and active participation in the cultural life of the capital, Pierre Daviault had helped to impart a "new dimension" to the translator's calling, as his colleague and friend Henriot Mayef put it. He is credited with having enhanced the translator's image as well as the prestige of the Translation Bureau. His untimely death deprived the entire profession of one of its most eminent members.

Table 1

Translation Bureau Staff 1934-64

1934-35	74	1949-50	219
1935-36	89	1950-51	230
1936-37	93	1951-52	233
1937-38	114	1952-53	243
1938-39	124	1953-54	249
1939-40	132	1954-55	252
1940-41	138	1955-56	264
1941-42	145	1956-57	292
1942-43	150	1957-58	294
1943-44	155	1958-59	294
1944-45	169	1959-60	315
1945-46	180	1960-61	320
1946-47	188	1961-62	322
1947-48	197	1962-63	321
1948-49	212	1963-64	322

IV History gathers momentum 1964-73

The Translation Bureau is an excellent barometer of the headway made by official bilingualism in Canada. This has been most evident from the mid ’60s onward.

Readers will recall that the members of the Royal Commission on Bilingualism and Biculturalism recommended in 1907 that French and English be declared official languages in all institutions coming under the authority of the federal government. Two years later, the *Official Languages Act* became the keystone of federal government policy in matters of language. This document spelled out the new character that the Parliament of Canada wanted to give to institutional bilingualism throughout the country. In future, Canadians could demand to be served in French or English, while federal public servants were given the right, within the limits prescribed by the Act, to work in either official language.

The countless administrative measures adopted in the wake of this Act were to impact on the evolution of the Translation Bureau. Some figures will give an idea of the extent of these repercussions.

Table 2

Annual Budgets 1934-64

1934-35	265,608	1949-50	698,100
1935-36	241,455	1950-51	816,683
1936-37	233,961	1951-52	898,025
1937-38	289,590	1952-53	979,583
1938-39	286,915	1953-54	1,076,025
1939-40	297,990	1954-55	1,122,139
1940-41	323,980	1955-56	1,224,716
1941-42	336,419	1956-57	1,331,100
1942-43	343,670	1957-58	1,462,120
1943-44	378,485	1958-59	1,599,375
1944-45	423,870	1959-60	1,639,678
1945-46	492,150	1960-61	1,811,686
1946-47	503,505	1961-62	1,805,300

1947-48	572,145	1962-63	1,837,600
1948-49	646,445	1963-64	1,994,000

A spurt of growth

Between 1964 and 1973, the bureau's annual budget rose from two to 15 million dollars. Its staff increased from 339 to 1,118. The number of divisions in the departments and agencies increased from 20 to 35. In 1973 the 350 freelance translators employed by the bureau in the official languages, produced nine million words, while the 400 freelance translators in the multilingual services produced 12 million words. The interpreters, for their part, provided 5,765 interpreter-days, compared to a mere 267 nine years earlier. These figures speak for themselves. With the '70s, the Translation Bureau underwent an unprecedented period of growth accompanied by two reorganizations of the service and a reclassification of translators. The flood of requests for translation or interpretation that had to be met within a reasonable deadline once again stretched the imagination of the bureau's managers to the limit in their attempts to resolve the never-ending question of recruitment and find original formulas for organizing work.

Henriot Mayer

The man responsible for coordinating the development of the bureau during these nine critical years of its history was Joseph Henriot Mayer, a career translator with 28 years on the job and extensive experience in management and interpreting. His assistant, Marcel Lacourcière, was an experienced translator and an excellent administrator.

Born in Ottawa in 1908, Henriot Mayer entered the federal public service in 1930. After having been secretary to a minister, he moved to the translation of debates in 1935 at the request of Aldéric Beaubien. In Debates he was in turn translator, reviser, assistant chief and chief. During the Second World War, he was posted, with the rank of Captain, to the Army Language Bureau where he worked on the now famous *Military Dictionary*. After the war he learned simultaneous interpreting and practised it from time to time. His experience in this field made him the ideal person to organize the parliamentary interpretation service in 1958. In 1962 he succeeded Louis-Philippe Gagnon as assistant superintendent. On becoming superintendent on November 9, 1904, he assumed responsibility for all the translation, interpretation and terminology services of the

Canadian government.

Terminological activity

Upon taking up his duties, Henriot Mayer broadened the mandate of the terminology service, which he renamed the "Terminology Centre"; he entrusted its administration to Denis Goulet. While continuing to serve the bureau's employees, the centre now had to broaden its services to all federal public servants and to the public in general.

In 1970, Terminology Centre's clients had access to more than 2,000 reference works, 120,000 bilingual index cards, 131 terminology bulletins, and 30 periodicals. Each day terminologists answered a growing number of requests for information. In a few years the centre had become a functional service.

More important, because of its new role, was the appearance of *Actualité terminologique* in January 1968. The articles on language in this monthly publication were intended not only for translators and specialized writers but also for anybody, specialist or layman, with an interest in language. By making possible the publication of this bulletin, to which the public could subscribe, the superintendent gave the centre a medium for extending its influence outside the bureau.

The installation in March 1973, on an experimental basis, of a terminal linked to the Terminology Bank of the University of Montreal was an important milestone on the road to computerization of the card indexes. Terminology was entering the computer age.

Toward machine translation

In 1964, the Queen's Printer, faced with a mass of documents that had to be produced in both official languages, began to look to machine translation as a means of producing revisable, rough translations of official documents. The following year, the National Research Council began to subsidize the University of Montreal's *Centre d'études pour le traitement automatique de données linguistiques* (CETADOL) project, the project of Kathleen H.V. Booth of the University of Saskatchewan and the project of a private organization in England.

In 1971 the CETADOL project became the "*Traduction atitoniatique de l'Université de Montreal*" (TAUM) project. The following year it was the only one of the three to receive a grant from the National Research Council, which, a year later, withdrew entirely from this field of research. Left to carry on alone, the Translation Bureau undertook to find applications for the basic research carried out in the field of machine translation since 1965.

A department of translation?

"Translation Bureau Due For Shake Up" (*The Citizen*). "Translation Delay Blamed on Government" (The journal). "Find Far Too Few Can Parlez-vous" and "Translation Bottleneck in Ottawa Tightens Up" (*The Financial Post*). These headlines underscore the acute shortage of translators in the country in the mid-'60s. The gravity of the situation was such that a member of the Ontario legislature proposed that a "National Bureau of Translation" be set up, while McGill University, in a report submitted to the Royal Commission on Bilingualism and Biculturalism, suggested to the government that nothing less than a department of translation be created. This idea, echoed in the Commons by the Honourable Leon Balcer, appealed to Prime Minister Lester B. Pearson who promised to take a closer look at the possibility.

Such a department never saw the light of day. To make the profession more attractive, however, the government decided instead to raise the salary scale for translators and interpreters and to reclassify their positions. This reform had been awaited for six years. The federal translators had first asked for it in 1960 in a memorandum submitted to the Civil Service Commission. The effect of these measures was not long in being felt: a number of graduates from colleges and universities swelled the ranks of the translators. They filled positions left vacant by translators who had moved to private enterprise.

In 1967 the bureau experienced its first restructuring since centralization. The 30 or so divisions were placed under the direct authority of the assistant superintendent and divided into three branches: Parliamentary and General Translation, Administrative and Financial Translation and Scientific and Technical Translation. This streamlining of the bureau's structures improved communications between senior management and division chiefs.

Need for regulations

The rapid increase in demand for translations in all government departments and agencies called for closer cooperation between the bureau and its clients. On the recommendation of the Secretary of State, on October 25, 1967 cabinet approved a number of specific provisions to this end, including the drafting of regulations under the Act respecting the Bureau for Translations.

The Translation Bureau Regulations, approved on October 3, 1968, made for more efficient co-ordination of translation requests by obliging the various departments and agencies to designate a senior official to act as a link with the bureau. This official established an order of priority for the translation of various official documents and set up an interdepartmental committee to consider questions of priority. The adoption of these regulations, without which the bureau had been able to function for 34 years, is indicative of the dimensions that this service was starting to assume.

New initiatives to boost recruitment

"The bureau still encounters complex problems due in large measure to the shortage of personnel." This statement, in various forms, is found in the annual reports of all the superintendents. Although the political leaders of the '60s wanted to implement the new policy on language equality within the public service rapidly, the bureau's administration knew well that it was not enough to wave the magic wand of additional appropriations to make legions of experienced translators and interpreters appear out of nowhere. Even in a country officially bilingual for 100 years, good translators were few and far between.

Like those before him, Henriot Mayer was faced with the challenge of finding new ways to staff the Translation Bureau with the competent translators it so badly needed. The list of his initiatives, some of them unprecedented, is impressive: increased salaries, recruitment in Europe, a pilot project to provide professional training at the university level, a system of bursaries for the study of translation, a nationwide campaign to recruit freelance translators, creation of three new regional divisions (Quebec City, Toronto, Moncton), formation of a task force to study all aspects of recruitment and translation quality, and finally, a campaign to publicize the training courses and career opportunities

in translation.

This series of energetic measures produced the desired effect: in the space of four years, from 1969 to 1973, the bureau's staff almost doubled, from 621 to 1,118.

A new division: committees

By the mid-'60s the flow of work from committees had become a flood. For example, the 32 parliamentary committees formed during the 1966-67 session held 636 sittings producing 31,710 pages of deliberations and reports, the equivalent of 12 novels of the length of War and Peace. A pilot project, introduced in 1969, consisted in having a team of translator-interpreters translate the committee proceedings straight from the simultaneous interpretation transcripts. The resultant saving in time was considerable.

In June 1970, the government ruled that in future the proceedings of committees studying bills and other priority matters were to be available in both French and English in 36 hours at the latest, and those of all other committees within a week. This requirement obliged the bureau to set up the Committees Division and to assign 40 translators to it.

Training activities

Each year since 1963 the training school had provided practical instruction for about 40 candidates. In the late '60s, the school was also called upon to provide transitional training for bursary holders and to serve as a reception and orientation centre for translators recruited in Europe. The new arrivals were introduced to Canadian realities. They learned that in this country "congères" were "bancs de neige" that an "Indian band" was not a "fanfare indienne" and that it was better not to translate "la rivière Chaudière" as "Boiler River" or "a buck is a buck" as "un daim est un daim." This school filled a critical need at a time when the teaching of translation was not yet organized. Starting with 1968, however, several Canadian universities offered programs leading to a BA in translation. As a result, the superintendent decided that the pressing need for the training school no longer existed and he abolished it December 31, 1971.

Nevertheless, this did not mean the bureau ceased to take an interest in professional training. Far from it, the bureau continued and even expanded its university

bursary program, providing assistance to 200 aspiring translators in 1972-73. In a sense the bureau left the universities to look after basic training and turned its attention to the development of its first-level supervisors.

The huge influx of new translators had led to an unprecedented increase in the number of revisers and section chiefs, not all of whom were properly equipped to assume their new duties. Accordingly, the Research and Development Branch participated in the creation of management courses, inaugurated a program of practical work assignments abroad and developed training courses for revisers.

This sudden increase in managerial staff coincided with a second restructuring of the service. To comply with the new classification standards of Treasury Board, the bureau reorganized its services into four broad directorates: General Operations, Special Operations, Research and Development, and Administration.

Military translation

Beginning in 1971, the Canadian Forces, too, decided to fall in step with the Official Languages Act. To promote bilingualism and biculturalism within the Canadian Forces, the Canadian Forces Headquarters conceived an extensive "implementation plan for increased translation services for the Canadian Forces." The instruction of April 1973, which specified the ways for implementing this program, envisaged the posting of translators to all the main military establishments across the country.

At the request of the Department of National Defence, the bureau agreed to set up the National Defence Division. The chief of this new division, Philippe Le Quellec, was given a mandate to staff 10 additional positions at headquarters, and to create subsections in Toronto, Borden, Kingston, Gagetown, Moncton, Halifax, Chilliwack, Quebec City, Montreal, Winnipeg and even Lahr in Germany.

The priority task of these teams, usually consisting of three translators, one reviser and two support staff, was to translate course material required for the training of francophone military personnel. Those in charge of the bureau estimated it would take five years to translate the general manuals of the Canadian Forces into French, and longer for the technical manuals. The job added up to "a million pages to translate" (Le Devoir).

The growth of the English section was another side effect of the *Official Languages Act*. Some 20 translators were occupied exclusively with the translation of

documents originally drawn up in French, and their number constantly increased.

While the bureau mirrored the evolution of official bilingualism in Canada, the Foreign Languages Division for its part was a reliable indicator of our country's growing international role. "When it comes to international image-making, Canada has its unsung heroes - the federal government's foreign-language translators" (The Ottawa journal).

The interest of our scientists in the work of their foreign counterparts also had its impact on the division which translated more technical and scientific documents, mainly from Russian, German and Japanese, than any other material. Consequently, the selection standards for foreign-language translators were exacting. It was not enough to be bilingual to be able to translate a German study entitled "Polymerisation von n-butylisocyanat mit Natriumcyanid en Lösung," since this title would be Greek even to a person provided with the English words "Solution polymerisation of n-butylisocyanate with sodium cyanide" unless he or she was familiar with organic chemistry.

The rapid growth of this division during the '60s coincided with the expansion of Canada's international relations. This was reflected in increased scientific exchanges with other countries, the launching of large-scale campaigns abroad to promote Canada's exports and tourism, and the signing of many international treaties. All of these activities generated a profusion of documents which had to be translated from about 60 source languages into about 15 target languages.

In 1965 the division had 16 translators, assisted by 38 freelance translators. This was not enough. A national recruitment campaign undertaken in 1968 resulted in the number of freelance translators being boosted to more than 400 and that of permanent employees to 23.

No other administrative unit in the entire federal public service can boast of having achieved such a high degree of "linguistic ecumenism." For example, in foreign languages it was possible to find a Pakistani translating from Italian into English and a new Canadian of Greek origin translating from Arabic into French. And who was better qualified than a Japanese to adapt an English publicity slogan intended to convince the Japanese to buy "Made in Canada?"

During the restructuring of 1971, the Foreign Languages Division, which also offered interpreting services in languages other than French and English, was given the name of Multilingual Services Division.

Departure of Henriot Mayer

Having reached retirement age, Henriot Mayer left the helm of the Translation Bureau in December 1973. Nine years earlier he had written to the Under Secretary of State, who had just informed him of his appointment to the highest post in the bureau: “You may rest assured that I will spare no effort to meet the challenges of this position.” He kept his word and gave his best.

Between 1964 and 1973, the Canadian government had effected an abrupt change of course to accentuate the bilingual nature of the country. Surrounded by a team of associates who shared his dynamic energy, Henriot Mayer was able to coordinate the bureau’s development with this political priority. By his many initiatives in the areas of management, training, terminology and work organization, he showed himself to be are administrator of infinite resource.

In the course of a long and productive career, his co-workers admired Henriot Mayer’s professional conscience, integrity and keen intellect. He represented the Canadian government at various international conferences, in particular the “Biennales de la langue française” in Namur, Menton and Dakar, at the meetings of the “Agence de coopération culturelle et technique” (ACCT) in Paris, and at the conferences of the Colombo Plan in Bangkok and Jakarta.

V Years of expansion and reorganization 1974-78

Unlike all his predecessors, the fifth superintendent to take charge of the bureau, Paul-Émile Larose, did not rise from the ranks of the translators. This "outsider" who succeeded Henriot Mayer in January 1974 brought with him a rich and varied background in administration. He was a technocrat of outstanding merit.

Questions of language were not new to him. Before being made superintendent, he was in turn Director of Language Programs in the Department of the Secretary of State and Director of the Education Research and Liaison Branch.

Born in Verchères, Quebec, in 1920, Paul-Émile Larose studied agronomy, engineering and administration. He started his career as an engineer with the Quebec Power Company and then moved on to Hydro-Québec where he was involved in marketing strategy. In 1964 he joined the Quebec Department of Education, becoming director of specialized education. He was promoted to the post of assistant director general of college education in 1966 and, in September of the following year, was made director general. As such he oversaw the establishment of the network of CEGEPs (Colleges d'enseignement général et professionnel). He joined the federal public service in 1970.

It has been written of Paul-Émile Larose that the man's inner qualities of calm, confidence, level-headedness and solid deliberation are reflected in his personality. He knows what he wants and is sure of his decisions. His seeming coldness masks a deep faith in human nature and a keen humanity. One of that breed of men who are resolute, dynamic and effective, he radiates a calm self-confidence and faith in others.

A new style of management

These personality traits, reflected in his style of management, can be summed up in four words: dialogue, participation, rationalization and decision. Paul Larose began by listening to others and took various measures to improve internal communication and make the bureau more outward-looking. He also turned his attention to the improvement of management practices and the upgrading of the terminology sector. Moreover, during the four-and-a-half years of Larose's tenure, the most striking progress within the bureau

took place within these three areas.

In June 1975 the superintendent met with his managers at Mont-Gabriel to begin an examination of the structures and policies of the bureau and to clarify the roles of the various levels. Following this seminar, "Operation Customer" was born. This led to another management seminar, in December 1976, on the theme "Customer Service." The main aim of this meeting was to define more clearly the real needs of customers in order to provide them with a better quality service.

New channels of communication

To facilitate communication within the bureau, three publications were launched: *Communication, 2001* and *Management News*. The result of a survey, *Communication* was the bureau's first official information medium, appearing first in February 1975. Through this bulletin, management conveys a wide range of information of general interest to all staff. In December 1977, an in-house newsletter named *2001* appeared. It was intended as a vehicle for the ideas and aspirations of all employees. The content of this tabloid-format publication, run by a group of volunteers, was varied and included interviews, reports, reviews, opinions, humorous articles, cartoons and photographs. Well-received, the publication disappeared a few years later due to a lack of volunteers. Finally, in June 1978, the managers also acquired a bimonthly newsletter, *Management News,* to inform themselves of trends and activities within the bureau.

Since various levels of the administrative hierarchy had arisen over the years between the personnel and the top position in the bureau, the superintendent undertook a series of systematic visits to the various teams of translators and employee groups. These new channels of communication were created to facilitate the circulation of information and to break down barriers between management and staff.

A period of expansion

Between 1974 and 1978, the bureau continued its spectacular growth, reaching a strength of almost 1,900. This growth went hand in hand with an increased volume of demand which leaped from 186 to 251 million words or the equivalent of 2,000 tomes of 500 pages each.

During this brief period, the bureau passed another important milestone in its development. The unprecedented expansion of terminology, the consolidation of the Documentation Service, the inauguration of the first operational machine-translation program, the official broadening of the bureau's mandate and its acquisition of an international role were developments that were accompanied by a drop in the average age of its staff and managers, an unprecedented increase in the number of words translated, a rise in the number of technical documents sent for translation, the specialization of translators and the establishment of specialized modules.

Following the trend to decentralization of federal government services, the bureau increased the number of its regional offices, assigning translators to 120 clients in a network extending from Lahr in Germany to Chilliwack in British Columbia. Over the years the duties of the translation service have increased, diversified and specialized. The superintendent's first concern was to tighten the management procedures of this sprawling organization and to improve its effectiveness by restructuring it more rationally.

He grouped the translators posted to client departments into five divisions: administrative, legal, scientific, technical and sociocultural. Each included a central section made up of specialists in the fields covered by the division. Paul Larose also decided to create a sixth division, for translation from French into English. In June 1976 he set up a section within the multilingual service for the translation of foreign and native languages into French and vice versa.

Long-term planning

The principles of sound management also required that the superintendent not leave the planning of the bureau's activities to chance. He released the new assistant superintendent, Raymond Aupy, who had been appointed to this position in January 1974, from all operational responsibilities so that he could devote himself to a study of the bureau's needs and equip it with a planning structure, together with the necessary follow-up mechanisms.

This study culminated, in November 1975, in the creation of the Planning Branch, responsible for ongoing planning, evaluation and policy formulation. Aided by a team of advisers, the Assistant Superintendent, Planning Branch, identified needs, analyzed them

and devised solutions for implementation by management.

In concrete terms, the task of the new branch was to scrutinize the role of translation in the implementation of the official bilingualism policy, the bureau's relations with client departments and the office of the Commissioner of Official Languages, the planning of a career path for employees, internal communication channels, productivity requirements and the evaluation of translator performance.

At the same time, a Management and Management information Branch was set up primarily to oversee the improvement of systems and the establishment of performance indicators and management reports; it was also responsible for financial matters, office equipment and accommodation.

The effects of rapid growth

In 1978, the bureau employed three times as many people as in 1970. It consisted of 1,179 translators, interpreters and terminologists, 606 management and support staff, and 114 bursary students. This huge growth in personnel posed new problems. No organization can grow from 600 to 1,900 employees in such a short period of time without experiencing the repercussions of such rapid expansion.

Consequently, during these years of burgeoning growth the bureau's administrators had difficulty in finding sufficient numbers of experienced revisers to provide training for the novice translators streaming into the translation services. Furthermore, the number of managers available to the bureau was inevitably limited and soon proved insufficient. To lessen the effect of these "growing pains," the superintendent spared no effort to establish a work climate conducive to the development of a team spirit and adopted special measures to ensure that the bureau maintained its productivity levels and standards of quality.

Among these initiatives, mention should be made of the setting up of new training programs for managers, revisers and new translators, the creation of a group of autonomous translators (that is, capable of producing translations that do not require revision), the grouping of translators by specialty, and the creation of the Word Processing and the Language Quality divisions.

New responsibilities

The broadening of the Translation Bureau's mandate is one of the notable events of this period. In November 1974, the government assigned the bureau the new responsibility of

> *verifying and standardizing English and French terminology used throughout the federal public service and in all government agencies reporting to the Parliament of Canada*.

This gave the bureau the right to monitor, as it were, the quality and evolution of administrative language.

Much ground had been covered since the year when translators failed in their modest attempt to refine the wording of the *Canada Elections Act* during its study in parliamentary committee. Attitudes had changed over a period of 20 years. The concept of institutional bilingualism now seemed to be more readily accepted and the translator's key role in it better understood.

This new role of standardization was not limited to providing support for translation but extended to all writing, in both English and French, throughout the public service and even outside it. It did not make the bureau into a "language policeman," but rather a promoter of and specialist in good usage in the field of administrative language and terminology.

The first step in discharging this mandate was the creation of an interdepartmental committee of senior officials representing five departments which had the task of plotting strategy for the standardization of labels on consumer products. Soon thereafter, interdepartmental committees and joint task forces of specialists and terminologists were set up and given the task of standardizing vocabulary in fields of specialization such as aeronautics, nuclear energy, management, program evaluation, and scientific and technical terminology.

The results of some of this work were published in the form of terminology bulletins. Thus the standardization of municipal terminology, carried out in co-operation with the Federation of Canadian Municipalities, resulted in 1981 in the publication of a collection of seven specialized vocabularies. These publications facilitate the drafting and translation of legislation, regulations and various documents concerning Canadian municipalities, as well as promoting homogeneity in the vocabulary used.

Task Force on Terminology

The government's decision to expand the mandate of the Translation Bureau clarified the objective set for the bureau by Treasury Board earlier that same year, read as follows:

> *To organize and encourage terminological work, in co-operation with specialized institutions in Canada and abroad, and to establish a bank of terms and equivalents to meet the needs of Parliament, the Government and public bodies coming under its authority, in order to increase the efficiency of translation in all fields, especially the sciences and technology.*

From that date, terminology became the bureau's priority objective. The years 1975 and 1976 were marked by unprecedented activity in this sector. Numerous advances were made.

This new thrust began in March 1975 with the formation of the "Task Force on Terminology," a multidisciplinary team that prepared the ground for the introduction of a computerized terminology and documentation system. Its five members devised an eight-year development plan. Terminological services were broadly restructured the following November and placed under the direction of Philippe Tessier. The Research and Development Branch became the Terminology and Documentation Directorate (TDD).

To supply a wide range of clients with abundant, reliable and rapid terminological information, and to meet specific and immediate needs, the superintendent placed his reliance on modern technology.

In late 1975, after carefully examining what was being done in Canada and abroad, the bureau selected the University of Montreal software, known as TERMIUM I, as the basis for its terminology bank. This software, designed to meet translation needs, had been developed over the previous five years.

In January 1977, after much adaptation and alteration of the software, by then referred to as TERMIUM II, the system and its contents (150,000 records) were fed into the computer at the Department of Energy, Mines and Resources in Ottawa. Since May 1975 special teams had been busy at night photocopying the index cards accumulated over the years by government translators. Despite the unequal quality of these cards, it was decided to store them in the bank. With the addition of the records already in memory at the University of Montreal and some 150,000 other records available at the

time on various types of support in the public service, the bank had at its disposal, at the time of its inauguration, an impressive 1.7 million terminological records. Although screening reduced the number to 800,000, this still made it the largest bank of its type in the world.

A multi-purpose bank

This modern work instrument was not reserved solely for the use of translators. The changes made to the original software were intended to adapt it to a wider clientele and to meet new needs. In future the users would include public servants engaged in writing, translating, or adaptating documents, those taking part in language training programs and those responsible for applying acts and regulations. The bank was intended to be multi-purpose and to contain, in addition to scientific and technical terminology useful to translators, terms in everyday language (for standardization or teaching purposes), highly specialized terminology such as the acronyms and abbreviations current in the armed forces and the in-house vocabulary of certain clients.

The new bank was put into operation at the same time as the first terminologists were posted to the sections. This decentralization of terminology services also coincided with the setting up of a network of terminals. Initially 18 terminals were installed in Ottawa, Montreal, Quebec City, Winnipeg, Toronto and Moncton. By the end of the 1977-78 fiscal year, their number had increased to 40.

Anxious to avoid isolation, duplication and the haphazard proliferation of banks, the bureau began to take an interest in everything that was being done - both at home and abroad - in the field of terminology computerization and standardization. It established new links with national and international bodies working in these areas of terminology and thus set the stage for valuable exchanges from which it would be the first to benefit. For example, within Canada, the bureau was entrusted with the responsibility of presiding over the terminology committee of the Canadian Standards Association (CSA). On the international scene, it took part in the standardization work of NATO and assumed the chairmanship of the Canadian Advisory Committee on Terminology (TC-37) of the international Standardization Organization (ISO), in 1977, at an international symposium of terminology banks in Paris, Paul Larose laid the groundwork for the first international terminology association (TERMIA).

It was not long before the Terminology and Documentation Directorate concluded reciprocal agreements with other organizations: the *Régie de la langue française* in Québec, the *Centre national de la recherche scientifique* (CNRS) in France, the terminology bank of the European Economic Community (in Luxembourg) and that of the Federal Republic of Germany (in Bonn). Steps were also taken to make the resources of the new Canadian bank available to the United Nations, the international Monetary Fund and the Common Market.

A modern documentation service

The winds of change blowing through the bureau since the arrival of the fifth super-intendent also reached documentation services. With the creation of the Terminology and Documentation Directorate, a documentation arm organized systematically according to modern principles of library science was urgently needed to back up terminological research and the management of the bank. The documentation services were first grouped together in a division responsible for developing a new system of classifying terminological data and documents, and for providing the directorate with a library service.

In June 1977, this division became the Documentation Directorate and was mandated to serve not only the TDD but the bureau as a whole. Because of the scope of this mandate, its director decided to establish a union catalogue of all the documentary resources in the bureau, inventorying some 15,000 works.

The establishment of this inventory involved consolidation of the bureau's libraries and the adoption of a computerized cataloguing system. The directorate also subscribed to the major computer data banks. It was the first administrative entity in the Canadian government to sign a contract with lnformatech France-Québec to gain access to the French data bases. Today the directorate is a subscriber to some 400 Canadian, American and French data banks and bases. In June 1978, the Documentation Directorate set up the first central library, to which were "affiliated" all the small libraries of the translation sections located in departments.

A school for interpreters

Things were also moving in interpretation. Feeling the need to increase its complement of interpreters and faced with the lack of specialized schools in the field, in 1975 the bureau set up its own interpreters' school to train 50 interpreters in five years.

The establishment and management of this school were entrusted to Raymond Robichaud, an outstanding trainer of interpreters who had 35 years of service and many years of experience teaching interpreting at the University of Ottawa School of Translators and interpreters. He developed and launched the early programs. A seven-member advisory committee was set up by the superintendent to assist him. Depending on the aptitude displayed by the trainee interpreter, the length of the training ranged from three to 18 months. In the first year, 13 trainees were admitted to the new school.

In the autumn of 1977, House of Commons debates began to be broadcast on television. Huge audiences could now follow "live" the deliberations of their members of Parliament in the official language of their choice. By making the work of parliamentary interpreters more "visible," this step helped to reinforce the image of a bilingual Canada.

During the 1976-77 fiscal year, government and freelance interpreters worked a record 13,377 interpreter-days. Their escort assignments took them to the four corners of the world - China, the U.S.S.R., Romania, Japan and Cuba. They also went to international conferences in Hawaii and Sri Lanka.

A machine translates weather forecasts

While developing the computerized terminology bank, the bureau took an interest in the use of computers in the translation process itself. Moreover, it had committed itself in 1973 to continued support for the basic research undertaken in the field within Canada and financed up to then by the National Research Council.

In 1975 the bureau asked the University of Montreal to apply its theoretical research to a system of machine translation in a straightforward and repetitive field, meteorological bulletins. The following year the university's research group involved in machine translation (TAUM) presented the bureau with the prototype of the METEO.

This breakthrough enabled the Canadian government's meteorological service to distribute its bulletins rapidly and simultaneously in both official languages. As a result,

the government realized substantial savings in that it was spared the need to recruit and train a whole "army" of translators to perform tedious work that could be done satisfactorily by machine.

Since June 1977, 85 per cent of Environment Canada's 5,000 meteorological bulletins have been translated by computer, thus speeding up work and sparing translators the drudgery of having stacks of repetitive and monotonous texts to translate each day. This "switched on" translator works 24 hours a day, 365 days a year and is not entitled to any coffee breaks.

The METEO system translates accurately and without any need for revision 80 per cent of the sentences submitted to it. Rejected sentences are passed on to a translator. The system does not translate a sentence when it contains an unfamiliar bit of language (a word that does not appear in its dictionary, a new syntactical structure, and so on) or presents some kind of irregularity (such as an error in telecommunications or the omission of a period at the end of a sentence). With this technological achievement, the Translation Bureau brought the translating robot from the world of fiction into the world of reality and made Canada a leader in the field.

In January 1978, the members of the Translation Bureau learned that in future they would no longer be headed by a superintendent but by an Assistant Under Secretary of State (Translation). This promotion placed the bureau's chief among the ranks of senior public servants. Barely seven months later, Paul Larose was appointed to the post of Assistant Under Secretary of State (Citizenship and Bilingualism Development).

His short period at the head of the bureau had a profound effect on the life and course of the organization. The improvement of internal communications and "management by consultation" had the effect of increasing staff participation in the running of the bureau and enhancing the role of managers. At two seminars, the bureau clarified its broad priorities, refined its management techniques and showed particular concern for the needs of its customers. As a follow-up, in June 1978 the bureau arranged its clients in five groups: economic, legal, military and technical, scientific, and socio-administrative. This step was taken to improve administrative efficiency.

Paul Larose made his most lasting contribution in the three areas of communi-cation, management and terminology. He established the practice of five-year plans and completely reorganized the bureau's many services into five large branches, including the Planning Branch. Through this restructuring he adapted work methods and the service's

organization to meet the growing and increasingly varied needs of clients, while still providing stimulating career opportunities for all employees.

Under his guidance, the bureau experienced a period of progress in all fields - machine translation, interpreting, documentation and professional development. However, it is undeniably in terminology that the most spectacular advance was made. Almost overnight, this new discipline became the nerve centre of the entire service. By equipping the bureau with a terminology bank, Paul Larose provided it with a modern work instrument indispensable to the bureau's development and the growth of bilingualism in Canada.

Finally, during this period, Paul Larose's participation in the activities of the department's management committee led to closer involvement of the bureau in major policy decisions of the Department of the Secretary of State, which wanted to integrate its translation, terminology and documentation services into its various official language promotion programs. That Paul Larose was at the helm of the Translation Bureau at this point in its history contributed to this evolution.

VI New horizons 1978-82

“Taking the reins - even temporarily - from a man like Paul Larose is an immense challenge. My experience in administration may not be as lengthy or varied as his, but I share his faith in the future of the bureau and his dedication to the interests of the profession. Budgetary restraints imposed on all sectors of the public service - including the Translation Bureau - will not make the job any easier in the coming months. Nonetheless, if we all co-operate, I know that the quality of the service to our customers will continue to improve.”

Such was the message that Philippe Le Quellec communicated to all members of the bureau on the day following his appointment to the position of Assistant Under Secretary of State (Translation).

With his agronomist’s diploma in his pocket, Philippe Le Quellec left his native Brittany in 1952 to make his home in Canada. He was then 22 years old. For 10 years he worked in his chosen profession in Canada, travelling in the course of his duties from one end of the country to the other. In 1962 he went to work for the federal Department of Agriculture and settled near Edmonton, Alberta. However, his interest in matters of language led him to an abrupt change of direction.

In 1965 he began a new career in the federal government’s Translation Bureau which, step by step, was to lead him to the pinnacle of this organization. Admitted to the training school, he underwent preparation for his new occupation before being assigned, as a translator, to Indian Affairs. He then became a reviser in the Department of Fisheries and Forestry. Promoted to the position of section chief, he managed the Regional Economic Expansion and Transport sections in succession. Their, in August 1972, he moved on to the new National Defence Division which, as we have seen, underwent phenomenal growth over a period of a few years. After Defence, he went to head the Research and Development Branch which, during the major reorganization of 1975, changed into the Terminology and Documentation Directorate.

At the crossroads

The bureau, which had experienced prodigious growth during the ’70s, seemed to pause to catch its breath as the next decade drew near. Although its budget grew from $51 to

$66.8 million between 1978 and 1982, and its annual production from 254 to 276 million words, its staff stabilized around 1,860 after reaching a peak of 1,908 in 1978-79 and dropping to 1,761 in 1980-81. A brake was put on expansion by two measures resulting from the economic situation: the cabinet's policy of budget restrictions (1978) and cuts in the wage bill ordered by Treasury Board (1979).

The bureau seemed to have arrived at a crossroads. Its leadership and managers embarked on an in-depth review of the raison d'être of this service-oriented organization, assessing the existing situation and looking ahead to the future. A major question was: should the bureau limit itself to the translation of documents or, taking into account the needs of the federal government and Canadian society as a whole, should it become involved in other language-related activities and strengthen its influence as an agent for the promotion of our two national languages?

In the eyes of the Under Secretary of State, Pierre Juneau, there was no obstacle to the bureau's assuming new responsibilities as an extension of its language capabilities. This was even inevitable: "… because of your strategic situation," he said at a management seminar in April 1979, "I believe that the translation service will be called upon increasingly by the government to play an important advisory role with regard to the use of the official languages in general in the federal administration."

Many decisions testify to the desire of the bureau's senior management to broaden its field of action and its involvement in the language sector throughout the country. In early 1980, the Director General of Planning, Raymond Aupy, was given the responsibility of establishing a network of language advisory services to provide writing or revision assistance to bilingual federal public servants who were not accustomed to writing in their second language.

The bureau and the provinces

During this period, the bureau provided the services of consultants for the Government of New Brunswick, received trainees from Alberta and engaged in translator exchanges with this province, seconded one of its managers to the Government of Manitoba to set up a legal translation service (following the decision in the Forest case) and posted a member of its staff to the Collège universitaire de Saint Boniface to organize a translation training program. Bureau representatives also participated in a study on the promotion of the

official languages which was to culminate in a memorandum to cabinet.

Another area in which the expansion of the bureau's role was to be felt was in its participation, along with federal and provincial bodies, as well as Canadian universities, in a project to promote French in the practice of law in the common law provinces. The bureau coordinated the terminology aspect of this project and lent its technical support. Lastly, it reaffirmed its desire to strengthen its ties with provincial translation associations, which also were seeking to adapt to the changing needs of Canadian society.

In March 1980, on the bureau's initiative, the first federal-provincial meeting of translation services took place in Winnipeg. The impetus generated by this meeting led, a year later, to the birth of a "conference of translation services" which provides a twice-yearly forum at which federal and provincial can exchange views on matters of common interest in order to coordinate their activities more effectively.

These are a few of the initiatives which support the government's efforts to ensure equality of status for the two official languages and to emphasize Canada's bilingual character.

Internally, the bureau produced an official customer guide, the first of its type, entitled *Getting the Message Across*. This publication, an outgrowth of Paul Larose's "Operation Customer" in 1976, marked an important phase in the bureau's relations with its customers. Similarly, in 1981 Communications Services published an information kit on the bureau. The five brochures in it described the main services provided by the organization.

Some innovations

In its concern to provide new services to the Canadian public, in November 1979 the bureau inaugurated a sign language interpretation service to help the 200,000 Canadians suffering from deafness communicate with their government. During the 1981-82 fiscal year, the approximately 60 freelance interpreters providing this service worked a total of 663 interpreter-days.

Management has also been concerned with respecting the principle of equality of opportunity for women, the disabled and native people, taking a number of concrete measures. These include the assignment of 15 employees to positions where they can acquire useful experience before assuming greater responsibilities; the carrying out of a

feasibility study on the hiring of disabled people working at home; the development, in co-operation with Services Converto-braille Cypihot-Galarneau in Hull, of a device to provide visually disabled persons with access to the terminology bank; payment of the training expenses of two sign language interpreters at Gallaudet College in Washington; and the reallocation of funds from the bursary program for studies in translation to be used for the hiring of native people and the disabled and the organization of interpretation courses for Inuit.

The Translation Bureau has also been the scene of new working life experiments. It was one of the three sites chosen in 1975 for the Quality of Working Life (QWL) experiment. First developed in Europe, QWL enables operational units to establish their own work schedule within prescribed limits once each member of the unit has acquired a thorough understanding of the needs of the service, its operational characteristics, and its quality and Productivity standards. Since 1979 some 30 operational sections have adopted various formulas for QWL, which has the twofold objective of increasing employee satisfaction and the effectiveness of the services.

Freelance translation and professional development

As the increase in the number of translators fell behind the growth in demand, the bureau initially satisfied its customers by relying more heavily on freelance translation. It had regular recourse to the services of some 500 freelances in the official languages. These independent translators translated 67 million words during the 1981-82 fiscal year, as opposed to 31 million two years earlier. This represented nearly a quarter of the total production of the translation service.

Improving the skills of translators, revisers and interpreters is another way of making the bureau more productive without an increase in staff. For some years, professional development had been the responsibility of the Training Division, which adapted its programs to the needs it perceived. However, this empirical approach lacked two important elements: a means of systematically diagnosing translator weaknesses and a means of evaluating the progress achieved as a result of the training sessions. In an attempt to correct these shortcomings, Philippe Le Quellec mandated the Director General of Planning, Raymond Aupy, to set up a task force on training.

Three approaches to automation

To improve service and increase production with essentially the same number of employees, a third option was open to the bureau's management: automation. This term covers machine translation (the machine works alone), human-assisted machine translation (the work is shared between the machine and the translator) and machine-assisted human translation (the machine is used to process the text and for documentary and terminological research).

In 1976 the bureau was given responsibility for the translation of the operation and maintenance manuals of the new Aurora patrol aircraft of which the Department of National Defence was to take delivery in 1980. The time between the completion of the original version of these manuals and the delivery of the aircraft was too short for translators in the technical sections to meet the deadline. Encouraged by the success of the METEO system, the bureau decided once more to try machine translation and signed a second contract with the University of Montreal.

The group of researchers submitted its system to the Department of the Secretary of State in March 1979. However, although it was an improvement on the METEO system, TAUM-AVIATION was not sufficiently perfected, since the difficulties to be solved were much more complex than those of the meteorological bulletins. Even limited to the hydraulic systems maintenance materials, the volume of words to be processed in this field precluded a cost-effective use of the system; following a feasibility study of machine translation in Canada, it was abandoned in 1981. Basic research was reoriented toward the development of new systems geared to the needs of Canadian society.

The bureau went on to explore new avenues, this time focusing its attention on commercially made machines to aid translation, such as the ALPS and Weidner systems. It studied the possibility of using a computer to translate two other types of texts: the 25,000 competition and appeal notices produced each year by various departments and agencies, a total of two million words, and the *Trade Marks Journal*, totalling about 350,000 words. These documents have to be translated within 24 hours. After testing one and evaluating the other, the bureau came to the conclusion that the systems could not meet the expectations of translators counting on assistance similar to that provided by the METEO system.

The lure of office automation

Machine-assisted human translation proved to be another, even more promising, course than machine translation. In 1979, word processors were tested by five operational sections. The experiment was conclusive and the bureau decided to equip some 20 translators with these machines. Under its program to automate operations, nearly 150 employees (translators and support staff) were provided with word processors in 1982. By gradually abandoning typewriters in favor of video display terminals, the bureau's staff was forging ahead into the era of office automation.

Philippe Le Quellec believed in the future of automated translation, but as he stated in Lausanne in 1981 at the Biennale de la langue française, "We are advancing cautiously in putting technology at the service of language, for we know that improperly used . . . its effect on our language would be disastrous. It is therefore important to advance slowly, but surely, in adopting technological innovations, while keeping in mind that man's intellect cannot be duplicated."

Expansion of the multilingual sector

In the foreign languages sector, since 1974 the Multilingual Services Directorate has translated, on average, between 18 and 22 million words a year. The greater part of the production, about 65 per cent, is accounted for by its 500 freelance translators. The permanent staff, which numbers around 80, consisted in 1982 of 46 translators and 33 support and management employees.

The technical complexity of the documents translated by the directorate has grown constantly over the years. Most of the technical and scientific translations (about 1,500 a year) are listed in the *Canadian Index of Scientific Translations* of the Canadian Institute for Scientific and Technical information (CISTI) which, as a service promoting the international exchange of scientific translations, makes their existence known to similar bodies abroad. Scientists the world over have access to this index.

Another trend that appeared in this directorate in recent years has been the increasing volume of translation from Chinese into English. This has also been so with Japanese, Arabic and the Scandinavian languages. At the same time, demand for

translations involving Russian has declined, and has been supplanted by Spanish as the most translated language. Moreover, the bulletins *Canada Weekly* of the Department of External Affairs and *Canadian Courier* of the Department of Industry, Trade and Commerce are translated into Spanish and German.

In 1981 the Director of Multilingual Services, Gerry A. Mendel, introduced a form of practicum for university students within the context of the Public Service Commission's Career-Oriented Summer Employment Program. Six students who had completed their third year of specialization in a foreign fairguage (Russian, German, Spanish or Italian) were assigned to members of the directorate who took them under their wing and initiated them into the art of translation. This novel form of recruitment is proving effective.

The arrival of TERMIUM III

Under the leadership of Alain Landry, the Terminology and Documentation Branch had continued to occupy a prominent position in the federal government's translation, standardization and bilingualism promotion activities. Its 120 terminologists and support staff are devoting their efforts to expanding the computerized terminological data processing system and making it more flexible. Its Telephone Information Service answers almost 30,000 requests a year.

In the spring of 1981, the Management Committee set up a Terminology Bank Development Committee. One of the results of the committee's deliberations was a decision to develop a third generation of software for 1984. TERMIUM III would include the technological progress achieved in the computer field since the development of TERMIUM II and would be better adapted to the evolving needs of the bank's clientele, which was continually growing and becoming more varied. The new software would make available to its users almost 750,000 records (that is, more than 1 ½million terms) in both official languages, a multilingual terminology data base, a file of translation difficulties and a bibliographical data base.

The bank has about 100 terminals and serves approximately 1,800 users. Fifty-six per cent of the translation sections and subsections throughout the country are equipped with terminals. This network extends from Chilliwack to Halifax, including Winnipeg, Toronto, Saint Jean, Quebec City and Moncton along the way. Also connected to the

bank are Crown corporations (Teleglobe Canada, Air Canada, the Canada Mortgage and Housing Corporation), universities (Ottawa, Montreal, Laval, Moncton), provincial governments (Alberta, Manitoba, Ontario), international organizations, various bodies such as the Royal Canadian Mounted Police, the Canadian Institute for Scientific and Technical Information (CISTI) and several private companies. The bureau would like to make its terminology bank accessible free of charge to Canadians at large through the Telidon system.

International orientation of terminology activities

The bureau is working with the International Information Centre for Terminology (Infoterm) to set up an international terminology network (TermNet), and participates in the terminological work of the Commission of the European Communities and in that of the International Standardization Organization (ISO). At a meeting in February 1981, bureau representatives persuaded the ISO to accept the Canadian standard, in whose definition they had participated, as the international standard. How could this be interpreted otherwise than as international recognition of the competence of Canadian terminologists?

The installation in January 1982 of a terminal in the Canadian Cultural Centre in Paris contributed greatly to increasing the international influence of the Translation Bureau and of its terminology bank. Thanks to this first permanent transatlantic link, it was now possible to have a continuous exchange of terminological information between Canada and the various national and international bodies active in this field in Europe. This connection between North America and Europe could well be the prelude to a greater contribution by Canada to the evolution of the French language in the world.

Death of Philippe Le Quellec

In late 1982 and early 1983, the Translation Bureau was hit hard by the death of several of its managers still in the prime of life, including Philippe Le Quellec. Incurably ill, Le Quellec was forced to relinquish leadership of the service in the fall of 1982. He died on January 27, 1983, not yet 53 years old.

For over four years, this cheerful, unaffected man, who was loved by all, gave of

himself unsparingly to maintain the momentum that the bureau had achieved in previous years. He applied his imagination to giving the bureau new incentive and setting it on a course consistent with the Canadian ideal.

"These years have been difficult in many respects," he admitted in his last message to staff, "because of both government and departmental orientations, rapidly developing social needs, and the growth and increased complexity of the workload, all against a backdrop of unremitting budgetary restraint." During this period the bureau also experienced its first strike by translators, interpreters and terminologists.

Despite the economic crisis gripping the country, the Translation Bureau managed nevertheless to consolidate, improve and diversify its services. It brought them more into line with the federal government's broad policy objectives and social priorities. Because of the original initiatives of Philippe Le Quellec and his skilled team of managers, between 1978 and 1982 the bureau was starting to become an important tool for the promotion of the official languages in Canada. Its computerized terminology bank continued its prodigious expansion. Through a network of terminals, it spanned the country and even extended beyond Canada's borders. The bureau's achievements in this field, as with machine translation, sparked interest throughout the world. As a result of this international involvement, the bureau established working and exchange relations with many national and international bodies involved in its fields of competence.

Throughout his career, Philippe Le Quellec was an ardent promoter of the federal translation service, as well as a staunch partisan of professional recognition for translators. Because of his dedication to the interests of the profession, he was made an honorary member of the Association of Translators and Interpreters of Ontario and the Alberta Translators' Association.

Endowed with indefatigable energy and exceptional strength of character, this man of vision was an incomparable ambassador for the bureau, both at home and abroad. He was able to give it fresh impetus by turning to new, broader horizons and leading it along hitherto unexplored paths.

VII Official languages promotion 1983-84

Alain Landry was head of the Terminology and Documentation Branch when, in October 1982, Under Secretary of State Huguette Labelle asked him to assume the management of the Translation Bureau in place of Philippe Le Quellec, who was gravely ill. When he was confirmed in his new duties on August 2, 1983, the title of the position he occupied had changed. In future the incumbent's official designation was to be "Assistant Under Secretary of State (Official Languages and Translation)."

In addition to the responsibilities inherited from his predecessor, he was now charged with developing and updating the Department of the Secretary of State's policy for the promotion of the official languages, both in the private sector (voluntary organizations and businesses) and in the non-federal public sector (provincial, territorial and municipal administrations, educational institutions, hospitals and social services).

This change was significant. Although it resulted from a reorganization of services by top-level management of the department, it also reflected a broadening of the role of the Translation Bureau in accordance with its new orientation, which called for greater participation by its staff in the application of the official Languages Promotion Program.

Alain Landry was well prepared, through his professional background, for his new duties. This young manager, born 40 years earlier in Maria, Bonaventure County, Quebec, held a Bachelor's degree from the University of Moncton, a diploma from the École normale de Saint-Cloud in France, a Master's degree in Linguistics from Laval University and a Master's degree in Public Administration from the École nationale d'administration publique.

Having joined the federal government in 1972, he occupied a number of positions in the Department of the Secretary of State's Language Program Directorate before coming to the Translation Bureau as Director of Standardization and Liaison. In 1979 he was appointed head of the Terminology and Documentation Branch.

The name of Alain Landry is closely linked with the spectacular growth of the terminology bank. During numerous missions to Washington, Vienna, Prague, Paris, Brussels, New York, Moscow, Bonn and Tunis, he publicized the new bank and established working relations with various bodies involved in the field. In 1979 he was made a member of the Infoterm Advisory Council. He was elected Vice Chairman and

Treasurer of the international Association of Terminology (TERMIA), newly formed in Quebec City, in 1982. He also represented the Bureau and Canada at international symposiums in Sweden, France, Czechoslovakia and the island of Jersey. Alain Landry assumed his new duties with a thorough understanding of the bureau's concerns. He had a firmly established reputation, both at home and abroad.

The future

There is every indication that the trends that have marked the evolution of the government's translation service in recent years will continue during the next decade. In all probability, the volume of work will continue to increase. Two new pieces of legislation passed by the House of Commons in June 1982 the *Access to Information Act* and the *Privacy Act* - could have a considerable impact on the translators' workloads and on translation deadlines and priorities.

The number of interpreter-days should also increase, for both official and foreign languages. Sign language interpretation, too, can be expected to expand. Sign language interpreters worked 758 interpreter-days in 1982-83, compared with 663 in the preceding fiscal year.

The terminology bank seems almost certain to go on expanding. Its network of terminals will probably continue to grow, both in Canada (in the public service and elsewhere) and abroad. Following a visit by Alain Landry to UN headquarters, a co-operative agreement was signed between the UN's Language Services and the Translation Bureau. It provides for the former to be connected to the terminology bank in Ottawa, and for the bureau to gain access to the rich store of multilingual terminology at the UN. During the 1982-83 fiscal year, terminals were installed in London, Brussels, Washington and Murray Hill (New Jersey), and a second terminal was installed in Paris.

Table 3

Production: Number of Words Translated Annually 1954-84

*1954	75,964,846	1969-70	102,511,387
1955	72,479,331	1970-71	134,615,149
1956	79,108,910	1971-72	130,630,682
1957	72,743,548	1972-73	134,119,431
1958	81,660,805	1973-74	173,334,742
1959	86,904,175	1974-75	186,465,865
1960	90,756,192	1975-76	210,214,691
1961	97,845,281	1976-77	232,021,391
1962	104,762,390	1977-78	251,451,956
1963	111,976,104	1978-79	254,000,000
1964	119,158,393	1979-80	225,000,000
1965	113,890,331	1980-81	253,000,000
1966	137,104,350	1981-82	276,000,000
1967-68	**146,418,139	1982-83	290,000,000
1968-69	89,404,983	1983-84	***300,000,000

**Before 1954, the production of translators was calculated by the page, a method that involved a margin of error difficult to correct because of unequal page format.*

***Covers a 15-month period, January 1, 1967-March 31, 1968. Until the 1967-68 fiscal year, the bureau's production was based on the calendar year. Subsequent statistics coincide with the fiscal year.*

****Estimated.*

In June 1983, representatives from the terminology banks of l'*Office de la langue française du Québec* (BTQ), the Commission of the European Communities (EURODICAUTOM), the West German federal language bureau (LEXIS), the Siemens company of the Federal Republic of Germany (TEAM) and the Translation Bureau of the Government of Canada (TERMIUM) met in Hull and signed an international agreement providing for the pooling of certain terminological resources. The first step has perhaps been taken toward the establishment of a vast worldwide network of interconnected terminology banks.

The bureau intends to resume research and development projects involving machine translation. Together with the Department of Communications, it commissioned a study in 1983 on the automated processing of natural languages and artificial

intelligence. It is continuing its efforts to computerize operations by equipping increasing numbers of translators and support staff with word processors each year.

Table 4

Interpretation: Number of Interpreter-days 1964-84

*1964	267	1974-75	12,244
1965	447	1975-76	13,314
1966	405	1976-77	13,377
1967-68	**702	1977-78	11,063
1968-69	1,227	1978-79	12,742
1969-70	1,608	1979-80	8,340
1970-71	4,873	1980-81	11,900
1971-72	6,619	1981-82	13,200
1972-73	5,765	1982-83	13,246
1973-74	7,170	1983-84	***13,200

**No statistics kept between the years 1959 and 1963.*

***Covers a 15-month period, January 1, 1967-March 31, 1968.*

****Estimated.*

The bureau will not hesitate to innovate when the effectiveness of its services is at stake. It has done so on numerous occasions in the past, and in all likelihood this practice will be continued. For example, in 1976 the bureau's management broke new ground in the federal public service by allowing 40 employees to work part time while occupying fulltime positions.

The bureau is also responsible for a unique technological innovation: the word counter. Designed and manufactured by a private company to the bureau's specifications, this little electronic wonder counts the number of words in documents for translation four times as quickly as a clerk could, thus relieving the latter of an extremely tedious task.

In addition, since 1974 the Translation Bureau has been responsible for watching over the quality of administrative language and writing in the federal public service. One of the initiatives taken by the bureau in this connection was the publication, in 1983, of a French-language federal government style manual, the *Guide du rédacteur*. This richly documented reference work, co-ordinated by Denise McClelland, filled a long-standing need.

English-speaking public servants for many years have had available the *Government of Canada Style Manual for Writers and Editors*, published by the Canadian Government Specifications Board. Their French-language colleagues, however, had not had access to a collection of rules governing administrative writing which, while respecting the main trends of typographic practice among francophone countries, reflected the geographical, political and social realities of Canada.

The *Guide du rédacteur* was thus well received from the outset and it was not long before its usefulness was confirmed. The bureau has undertaken to produce a revised and updated edition of the English-language style manual for 1985.

Table 5

The Bureau's Staff 1964-84

1964-65	339	1974-75	1,368
1965-66	422	1975-76	1,750
1966-67	435	1976-77	1,863
1967-68	501	1977-78	1,899
1968-69	525	1978-79	1,908
1969-70	621	1979-80	1,844
1970-71	730	1980-81	1,761
1971-72	950	1981-82	1,855
1972-73	1,118	1982-83	1,849
1973-74	1,306	1983-84	*1,761

Table 6

Annual Budgets 1964-84

	$		$
1964-65	2,497,000	1974-75	31,660,000
1965-66	2,998,600	1975-76	40,586,000
1966-67	4,054,900	1976-77	46,758,000
1967-68	4,885,000	1977-78	51,037,000
1968-69	5,550,000	1978-79	53,408,000
1969-70	8,000,000	1979-80	60,085,000
1970-71	11,335,000	1980-81	61,408,000
1971-72	14,981,000	1981-82	66,796,000
1972-73	18,558,000	1982-83	70,758,000
1973-74	23,616,000	1983-84	*82,000,000

Evolution of the bureau's role

In attuning its activities to the broad national objectives in the field of official languages promotion, the Translation Bureau will have to display considerable imagination and initiative over the coming years.

Its new responsibilities make it necessary to redefine the role of translators and specialists in related fields. It would seem to be taken for granted that the bureau's translators, revisers, terminologists, documentalists, interpreters and managers are the federal public servants best suited and most qualified to provide writing assistance, technical support, planning and standardization services in the field of language. Through these activities, the entire profession assumes a new dimension.

Over the next decade, Alain Landry, senior managers and bureau staff as a whole, through consultation, will have to find concrete ways to discharge this new responsibility.

If the past is any indication, the Translation Bureau has a bright future ahead of it.

Conclusion

In the service of Canadian society

Created in 1934 by an Act of Parliament, the Translation Bureau, which is observing its 50th anniversary in 1984, is one of several federal agencies with responsibility for implementing the language policy of the Canadian government.

Throughout the years of French and English rule, and from Confederation to the present day, translators have made a significant contribution to facilitating understanding among the country's various language groups, and to making possible the circulation of information in either of our two national languages and in the many other languages spoken in Canada.

One of the first acts passed by the Canadian legislature after the union of Upper and Lower Canada in 1841 concerned translation. Section 133 of the *British North America Act*, as well as the Standing Orders of the House of Commons, imply recourse to translation. Since Confederation, in addition to the 1934 *Act Respecting the Bureau for Translations*, many regulations have been made and many directives issued at various government levels embodying provisions relating to translation.

The linguistic duality of Canada generates intense translation activity. Deeply ingrained in parliamentary habits and government administrative practices, translation forms an integral part of our institutions. More than an intellectual exercise or an industry, translation is part of Canada's political and sociolinguistic reality. Within this context, the federal Translation Bureau occupies a unique place.

The bureau's list of achievements over the 50 years of its existence is impressive in every respect. In following the evolution of this arm of the public service, one is struck by its tight organization, its ability to adapt rapidly to change and its remarkable capacity for innovation. Its 50 years of history fall into two broad periods: the first 30 years and the last 20.

Between 1934 and 1904, the bureau organized itself and defined its place within the federal administrative apparatus. Its role was limited essentially to providing a translation service, mainly from English into French, for the departments of a government wishing to make its main publications available to the public in the country's two official

languages.

During this period, translators were already participating in international projects, especially during the war, but these international assignments were few and random in nature. They were not part of an ordered development plan.

Having given priority to the translation of parliamentary documents (in debates and committees), the bureau's managers decided to broaden the range of available services by setting up a terminology centre and organizing simultaneous interpretation. Despite that, in 1964 the total budget of the service was below $2 million and its employees still numbered a mere 339. (The bureau hired nearly that many new translators in 1974 alone.)

This period of continuous but moderate growth was followed by 20 years of rapid expansion in every direction, which propelled the bureau to the forefront of all translation-related fields in Canada. Between 1904 and 1984, its annual budget climbed to $82 million and the number of words translated annually to 300 million. At the outset, the centralized translation services had about 60 translators and 15 support staff. By January 31, 1984, it had a total of 1,761 employees, made up of 907 translators, 89 interpreters, 90 terminologists, 123 managers and 552 support staff.

The bureau grew enormously as it gradually found itself swept along by the current of official bilingualism. Since the Royal Commission on Bilingualism and Biculturalism, and especially since the adoption of the Official Languages Act in 1909, political leaders have clearly shown their will to affirm Canada's bilingual character. Caught up in this current, the bureau saw its mandate gradually enlarged, so that it has truly become a national "language services department." Perhaps the day is not far off when thought will have to be given to renaming it to better reflect its varied activities and its national vocation.

Indeed, apart from translation proper, its present responsibilities include official language and multilingual interpretation, sign language interpretation, research into and dissemination of terminological information, research into machine translation, the standardization of administrative language, and writing and language advisory services. Its influence in Canada is not restricted to the federal public service but extends to the provinces and to private companies wishing to learn from its broad experience in providing language services. Moreover, the bureau is the federal government's main spokesperson regarding language matters on the international scene.

In constant evolution for the last 20 years, the bureau now serves over 150 customers throughout Canada. Its multilingual services produce translations from 60 languages. Its influence on the written language in Canada is therefore far from negligible. How many people know that federal government translators are the source of such terms as “jurilinguiste”, “temporisation” (“sunset law”), “dotation en personnel” (“staffing”), “profil de poste” (“job outlook” which, under the influence of the French translation, later became “job profile”), as well as many other everyday administrative terms?

Convinced that effective written and oral communication depends on the quality of the written and spoken word, the bureau has refined its work methods and evolved quality control mechanisms as its services have become more specialized and the documents translated more technical. It has acquired varied and reliable work tools, and it has given its operational and management personnel access to professional development programs adapted to their needs. The well-intentioned amateurism of the pre-centralization era has gradually given way to a high degree of professionalism.

If we took back over the development of the Translation Bureau, we find that there has been a steady increase in the proportion of women among its staff, especially since the early ‘70s. Today the bureau employs as many women as men. In January 1984, they represented 50.2 per cent of all personnel. In the TR group (translators, terminologists, interpreters and managers), they represent 55.1 per cent compared with 14 per cent 50 years ago.

The volume of words translated on contract since the end of the ’40s has constantly increased. Today it represents nearly 25 per cent of the bureau’s total production; in the ’40s it was three percent at most.

The nature of its mandate, the extent of its needs, and the human and financial resources available to it have led the Translation Bureau to embark on initiatives which have made it a leader in its spheres of activity. On more than one occasion, it has catalyzed the evolution of translation in Canada.

The initiative taken by Henriot Mayer in 1968, for example, undoubtedly provoked a chain reaction. Today in Canada there are at least six Bachelor’s programs in translation, three Master’s programs and a dozen universities offering certificates or specializations in this discipline. It is estimated that over 1,500 students are enrolled each year in university translation programs throughout the country.

As to machine translation, the bureau has succeeded in finding fields of application where the computer may be very useful. Since 1977, a substantial volume of documents of a repetitive nature have been translated by machine with an acceptable degree of accuracy. Research is still going on.

Through its terminology bank, the bureau has rapidly acquired an enviable reputation within Canada and throughout the world. The bank is undeniably one of its finest achievements. The terminology sector has three main functions: research, dissemination of research results and the delivery of service. Its international involvements represent 10 per cent of all its activities.

Finally, in recent years the Translation Bureau has been directly involved in the promotion of the official languages. The Department of the Secretary of State, to which the bureau belongs, has assumed responsibility for the task of making Canadians more aware of the equal status of the two official languages and of providing them with improved opportunities for participating fully in all aspects of life in either official language. In seeking to attain these objectives, the department wishes to play its part in enhancing Canadians' sense of belonging to their country.

By orienting its development in terms of these broad national objectives, the Canadian government's Translation Bureau will become, even more than in the past, an organization IN THE SERVICE OF CANADIAN SOCIETY.