

proportionately larger than that of the Civil Servants who are not rotational. It is therefore clearly in the interest of the Department and of the Canadian people, that as long as an employee is in good health and interested in his work, he should carry on to the age of 65.

There will be differences of opinion concerning the extent of this responsibility by the Department but surely there can be no argument that it should shoulder more than it does now. I suggest the Department's responsibility might encompass the following:

(a) To ensure that during the working career of all of its employees, a sense of fair play and creditability of management is developed. (Senator Desmond's "Serenity of Spirit")

(b) That demands on its employees are not such as to discourage the development of outside interests - in the best interests of the Department. It should therefore encourage as far as practicable its employees to move in and out of the Department for reasonable cause. i 16.

(c) That each employee is given adequate warning of the compulsory retirement date and advised to prepare for retirement, told how and where to seek advice if needed, given complete data of the financial assets that will be available on retirement - pension, severance pay, Old Age Security, Canada Pension Plan, Unemployment Insurance, medical coverage, etc., - well before the compulsory retirement date. ii

(d) That the actual retirement procedures are efficient, complete and above all "human" - not coldly mechanical. iii N.B.

(e) That after retirement, to keep track of its employees, provide for Departmental counselling if required, and make it clear that the ideas of former employees will be welcomed by the Department.

(f) To use insofar as possible the experience, intelligence and interest of its former employees through contract or voluntary work in fields where their service has given them expertise and knowledge. iv

The adoption of some sort of programme to meet these several responsibilities is not accepting the responsibility for the employees' happiness or welfare in retirement, but it is pointing to the responsibility to warn, to show interest and compassion.