

SECTION IX

CONCLUSION

On balance, after considering the foregoing report, one may draw the conclusion that most of the Department's employees should have enough diverse experience and resources to cope with the "terrors" of retirement. They will need well in advance full information about their financial assets after retirement, to whom to turn for advice, and information concerning new activities that may be open to them. Most of the emphasis on preparation for retirement so far within the Government Service has been placed on the organization of courses at the end of the working career. In the United States Government Service also, this has been where the emphasis is put in practice. For the Department's particular need, I suggest that this emphasis is wrong. We should start at the beginning of the career - particularly since nearly all employees end up as long career employees - to encourage the development of "an adequate personal philosophy of life". We should ensure that the procedures for retirement start at least five years before the event, that they are so designed that every person will be confident that, as he will not only be informed of his retirement assets but will know to whom to turn for clarification or further information, that he will be "handled" as a person, not a cipher, and that when the fateful day arrives, his long service in the interests of Canada will be recognized by some personal gesture, that his experience will not suddenly become a nil asset but will be given an opportunity for further use, and that after retirement the Department will be interested in his fate - should he still desire to maintain the connection.

It is around these principles that I have tried to design a programme for the Department. In reaching these conclusions, I have read a great deal and talked to as many "experts" and personnel managers as practical - and I have drawn on my own