

employer?) To hold that it is the employer's responsibility surely is to say that the employer is required to alter human nature and indeed to enter into the private mind of its employees.

On the other hand, responsibility or not, the literature on the subject for preparation or counselling for retirement, refers again and again to the positive benefits derived by those companies who have shown concern and adopted counselling programmes for its employees for several years before compulsory retirement. These benefits are reflected in better morale and therefore in productivity and in good public relations. "It is good business to do what you can to have your retired workers think well of your company."

This general concept is confirmed by many authorities. One may note this:

...retirement counselling programmes have proved to be of positive value to the employer. This has been accomplished by linking to the pension programme a service that both personalizes its benefits while the employee is still at work and convinces him that when he retires he means more to the company than just a clerical operation of mailing his monthly pension check.

While this quote is taken from the promotional literature of Retirement Advisors Incorporated of New York and is designed to sell its programmes, the thoughts expressed are valid in the context of the Department.

If then it may be generally accepted that it is natural and indeed essential in the interests of good public relations and of good morale that the Department should be concerned that its retired employees are contented and prepared to enjoy the well earned retirement years, there is surely another aspect of the problem. The Department, through its investment in the rotational employees in particular, represented by the high cost of maintaining its missions all over the world, the relatively large allowances and costs of transfer, has an interest in ensuring that maximum use should be obtained from this investment - in other words, when an employee retires before the maximum age, this represents a loss of "investment" that is