

of principles and procedures particularly suited to the Department that will result in improved morale, through a more "personal" handling of people as they reach retirement coupled with the provision of factual data early enough to permit of and encourage advance planning.

It could be argued that with the establishment of unions, much of this sort of service and indeed of "protection" should be provided by the union through the bargaining process. I suggest that, while this method of union/management bargaining is clearly a "fact of life", that is now part and parcel of Government relations with its employees, because the Department will always have a large number of its employees on foreign service scattered all over the world in small units and because it is the image of Canada abroad, it is essential to create a spirit of willing co-operation between management and employees of all ranks - and, of course of the most willing, and visibly willing, service to the public. This can only be done if morale is good; morale will be good if all employees are convinced that the Department, not only the union, is concerned with their well-being at all times. This includes good policies and procedures for preparation for retirement and after retirement. Thus, while it is necessary to devise means of helping employees to "bridge the gap", in their own interest, it is also in the Department's interest to adopt policies that will improve morale at all levels.

There is a danger that Government, or Government Departments, may approach this problem of pre-retirement training in isolation, as something that can be dealt with successfully toward the end of one's career, by one method or another. This will lead to drawing up elaborate plans and programmes that will seem to give an adequate answer but which will have, in fact, but a passing effect on those for whom it is designed. It is unrealistic to expect people who have no outside interests, who indeed have not