

This use of retired officers is common practice in private industry and commerce. According to a report published in the "Business Record" entitled "Company Relations with Retired Executives", the practice in private industry of using its retired executives in a consultant role runs all the way from full employment under contract for life, through working inside the corporation on certain committees, to actual prohibition of post-retirement employment in any capacity.

Apart from encouraging him to submit papers on matters of current interest and actually employing him on specific projects under individual contract, the Department should work in close liaison with CESO, OXFAM, the administration of our aid programme, the U.N. and any agencies national and international where skills developed by work in the service of Canada would be useful. Perhaps arrangements could be made whereby lists of those retiring (and who would like to become involved) with an outline of their careers and particular interests could be sent to such organizations and close contact kept with them with a view to bringing "supply and demand" together.

There is another outlet for some of the talent available - liaison with the universities. Could not the Department enter into arrangements with the universities whereby the names and records of officers retiring might be supplied to them (possibly through the Association of Canadian Universities and Colleges)? This listing might be accompanied with notes concerning particular interests of each in the policy of Canada or possibly in some branch of the arts cultivated during his wandering career so that he might be used to give lectures. Surely, the universities would benefit from hearing from people with practical firsthand experience and knowledge of some of the issues confronting Canada today, looked at from outside Canada.

Clearly only relatively few people will become involved with the Department after retirement. What to do with the newfound and unlimited leisure that suddenly becomes one's due after retirement has been proven to be a "problem", not one that can be assumed to be a "boon" and not one that the Department may shrug off as being irrelevant for

15
iv

v