

- "(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 employed to move in and out of the Department for reasonable cause.
- (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.
- (d) That the actual retirement procedures are efficient, complete and above all "human" - not coldly mechanical.
- (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.

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."

Section V - The Extent of the Problem

A graph and a chart are included to show, on the basis of the Department's 1972 establishment, that the number of those reaching age 65 grows fairly rapidly until 1987. The trend for rotational and for non-rotational employees is similar. There was insufficient data to calculate the effect of the new rules for voluntary retirement at age 55. LES figures were not included but it is suggested: