

In addition, there is probably some trend toward totally new conceptions of "work" and "leisure" as exemplified by the experiments being conducted in the United States, and probably to a lesser extent in Canada, with a four or even three day work week, with longer hours to make up approximately the same number of working hours per week. In Canada, Imperial Oil is reported in a recent magazine article to find that such a pattern is working out very well in increased productivity and improved morale. Should such a system of work gain general acceptance, presumably it will have its effect on Civil Service methods and demands. It will also bring with it an automatic change in attitude toward the use of leisure - hopefully one that will reduce the trauma of switching from total work to total leisure that tends to occur now on retirement, all of which points toward the need for re-thinking the role of the employer toward the retirement process. In the case of the Department, the fact that the numbers involved may not be particularly large does not take away from the morale effect throughout the service of seeing that those persons retiring are dealt with sympathetically and efficiently. In fact, because the numbers are relatively few, the possibility of dealing with the problem with a personal touch and with more effectiveness is more manageable.