

reason that the holder may never have had the time to think them through or develop the necessary research to put them forward as a cohesive proposal. Yet successive postings may constantly reaffirm that the theories are sound, if only one had the time to work them through. There is also the possibility, since even External types are human, that some ideas may be thought to be against present trends in policy, and to push them could damage one's career.

Should not people on retirement be encouraged to work on any ideas they may wish to explore by the offer of facilities, access to records, departmental library, and a promise to consider any papers so developed, and of an offer of a personal presentation to senior officers by the author? In addition, when the Department is engaged in preparing position papers on any particular subject, should not recently retired officers whose career has given them a particular knowledge or experience in the subject or of the country concerned, be asked if they would like to contribute their view and be given an opportunity of presenting them in person to the group in External working on the project?* For example, the Department recently issued a paper on Canada-U.S. Relations. Were any of the recently retired senior officers with service in the U.S. - particularly in Washington or New York who were concerned with political, economic, financial or trade matters, asked for their views? Also, in the many institutional conferences dealing with economic, financial or trade matters between Canada and the U.S. or Canada and other Countries or areas, should not the experience of recently retired officers be used? For example, the recent conference of CCLA, could not the Department help to ensure that its ex-officers' names are put forward or at least that these retired officers be advised of such conferences and given the opportunity to participate should they so wish?

* If the Department does encourage its former employees to submit views, either on their initiative or on specific requests, it is vital that these should be considered and, wherever possible, the officer invited to present the paper in person and argue for his point of view. To invite submissions and to politely acknowledge them without any indication of why the views are or are not being accepted would defeat one of the reasons for the exercise.