

that the Department is not interested in the welfare of its former servants. (This may well be a general belief now. Certainly the replies to the questionnaire contain several references to this phenomenon.)

It is recognized that it may be difficult to find an appropriate senior officer and secretary since the numbers retiring each year leave little choice. If the system is to work, clearly the choice of the officer is vitally important. If possible, he should not have been associated with personnel administration during his career - his task will be to fight for the interests of his "clients" and he will be more effective if he has not previously administered personnel problems within the Department. Moreover, his record must show that throughout his career he has had good relations with all levels of staff and to have shown a real interest in their welfare.

If it is not possible to interest a retired or retiring senior officer in the office, then perhaps some officer with suitable qualifications nearing retirement who might find too onerous the pressures of operating a post or division in Ottawa might welcome earlier retirement if he could be assured of taking on this task on a contract basis.

The establishment of this office under the direction of a recently retired senior officer for the purpose of providing a continuing link with the Department and a source of help to colleagues still employed, together with pulling together the financial facts for each person approaching retirement as proposed in this section, would do much to improve morale and to establish a sense of being "wanted" rather than of being "rejected" after long years of service for Canada. (Suggestions concerning the responsibilities of this office and methods of procedure are contained in Section VIII.)

(b) HEALTH:

Obviously, if a person is to enter into this Valhalla of contented retirement, a reasonable measure of good health is an immense advantage. The Department cannot be responsible for the health of its employees beyond ensuring that they have the opportunity for satisfactory living