

willing to go to these posts, but when something good comes up you must not give it to someone else."

Mr. LACHANCE: Are the salaries attractive enough to encourage young people to remain in the department?

Mr. CADIEUX: There is a tendency for the salaries to lag behind those of private enterprise and those of persons in academic employment. I believe that dedication to and interest in the service is the prime motivation.

Mr. KLEIN: What is the span of employment of persons in your department?

Mr. CADIEUX: We expect them to serve until they reach the retirement age of 65. Advancement is on the basis of merit in the service, and in other comparable departments. If anything happens to disturb that, then immediately loyalty to the service is affected.

Mr. KLEIN: What ought to be done to make it attractive?

Mr. CADIEUX: I think you will find that the answers are obvious. One is the employment of the salary scale; another is the provision of promotion on a reasonable basis within the department. Those people who accept positions naturally feel they should gradually go up and attain senior positions, and if this is the case they are willing to accept positions in the service. But, in the case of married people with children, this is where it is particularly important to make arrangements to provide some kind of compensation. We can do this perhaps by providing, for instance, board, in the case of children who have attained university age. We do not do this now. For instance, an employee is abroad and has two or three children who are getting close to university age. Their father faces the problem of tuition in any case. However, board is not covered once they get over the age of 18 or 21. For instance, five years from now, a certain officer's children will be at university age and he cannot possibly cope with the situation.

Mr. KLEIN: In many of these postings do you not try to post the man who has children of university age in a position where the children could go to a university?

Mr. CADIEUX: Yes, we try, where this is possible. But, some people are interested in a certain type of education for their children. It would be ideal if we could do this in every case but, unfortunately, we cannot. When an officer has three or four children who are at a certain critical age in so far as education is concerned if we could send him to a place of his choice he would have no problem, but unfortunately, very often we cannot do that, or there are too many involved. You could possibly do it for one but not for two or three others in the same situation.

Mr. DEACHMAN: What is the situation in Great Britain? They have had a great deal of experience in this.

Mr. CADIEUX: I think they have the same problems. But then, you get into problems of mentality. There are some people who are willing to consider educating their children away from them but you have a group of people who think this is impossible. This is a factor that must be recognized.

Mr. MACQUARRIE: I have a supplementary question. Is the rate of drop-out higher in your department than in other departments of the Canadian government?

Mr. CADIEUX: I have no comparative figures.

Mr. MACQUARRIE: It might be interesting to look at that.

Mr. CADIEUX: This is something we will discuss with the civil service commission when we go to them with certain suggestions. There is quite a movement, I think, in and out of the civil service. I am not suggesting this is a bad thing, but in our department when we go to a good deal of trouble to