

Government - the courts will decide that. What matters from a morale point of view and also from a moral point of view is whether actions affecting the basic conditions of employment are changed suddenly and without compensation from long and established practice.

It is not much use the Department, or the Government for that matter, adopting a policy advocating the early planning for retirement, if the rules for employment and tenure are arbitrarily changed without previous notice so that its employees are forced into unexpected early retirement without time for preparation - as was the case in 1969. The accepted practice on which all employees were justified on basing their plans for retirement then was the right to continue employment until age 65. It follows therefore that any policy designed to encourage early planning for retirement (not planning for early retirement) must carry with it clearly defined conditions of tenure,\* which should not be subject to change without adequate financial remuneration.

This might be considered as a fundamental basis from which to start any planning for a programme of preparation for retirement.

It is difficult to know how wide-spread is deliberate counselling for retirement within the commercial life of Canada, but there is enough evidence to suggest that it is a "science" that is growing and in the near future will probably become an integral part of any sizeable organization that employs people, whether Government or private industry. The question, therefore, is not "whether or if" but "how and what".

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\*Note: It is not suggested that "tenure" should continue to be almost watertight as it had been up to 1969, when it was almost unknown for a Civil Servant to be "fired" except for embezzlement or traditional drunkenness and almost never for "inefficiency". It is not within the terms of reference to deal directly with terms of employment, but let it be said that, if employees of the Department were clearly to understand that continued inefficiency would expose them to dismissal - and not merely lack of promotion - the morale of the Service as a whole could be improved.