

It seems clear that, insofar as the Department is concerned, it is these last few words (underlined) that spell out one of the most serious defects in the retirement process up to now. In the past, some use has been made of some of the "superstars" of the Department, but this process has been generally confined to the chosen few within the inner circles of the Department. However, recently the Historical Division has begun to cast its net more generally - a process that is to be commended and should be extended more widely within the Department. The point is that such a general possibility is not now held out to employees systematically when they are being retired. Whatever is done now by the Department in the field of preparation for retirement must deal with this particular psychological problem - every effort should be made to make the retiree feel that he is not rejected, that the Department, while it cannot continue to employ him full-time, is interested and recognizes that his long years of service are an asset that will be used whenever possible. What is important is that the talent, the experience garnered over the years of service should not be entirely lost to the country. It may well be that many officers and staff reach the end of their career with some sense of unfulfillment, if not frustration. It is this aspect of retirement that needs attention both for the benefit of the individual and for the benefit of the Department and therefore of the country.

During one's career, perhaps inevitably, most people will develop ideas, pet theories concerning Canada's role in the world, how we are or are not playing our part, how we are or are not developing our possible trade opportunities, how we are or are not displaying to the world our cultural achievements, how we are or are not serving the Canadian public in our missions abroad, how improvements could be made in the organization or administration of the missions, and so on. Perhaps some of these "bees in bonnets" may have been let loose from time to time during one's career, but unless they happened to hit a responsive chord in the immense orchestra of the Ottawa hive, their chances of survival or even of serious consideration are slight. Moreover, more often than not, these ideas may forever remain ideas for the simple