

including the type of posting they may receive, the work they may be required to do, as well as other factors. This problem is something which requires continued and serious attention and represents perhaps the most important problem we have to face in respect of staff. If we intend to attract young men of ages 23, 24 and 25 we must not face the possibility of losing them after they are trained when at the age of 30 or more. This results in a very unsatisfactory situation. We must solve the problem in such a way that we can count on the loyalty of these individuals throughout their careers.

Another problem we must solve in the near future involves a situation here in Ottawa where we find our employees scattered throughout the city in seven or eight different buildings. This situation affects the morale of our personnel and the efficiency of our administration. If we could have one building of our own of sufficient size to house our whole department it would help the situation. The same is true in respect of facilities we have at our disposal. This does not involve a request for something that is extravagant, but something that is indeed necessary to the proper performance of our jobs.

I must say that this is something we in conjunction with the treasury board and the civil service commission, are looking at with great attention, and we feel that an examination in this regard must be pursued vigorously.

It takes a good deal of examination and care and must be pursued vigorously.

Mr. LACHANCE: Do the other countries have the same problems?

Mr. CADIEUX: In respect of the recruitment? Yes.

Mr. LACHANCE: Do you believe we in Canada have more problems than do some of the other countries?

Mr. CADIEUX: No; I do not think we have more.

Mr. LACHANCE: It is not a problem which is special to Canada?

Mr. CADIEUX: No. It is a problem which we are finding because we are expanding in areas where conditions of living may be very different from those to which our people are accustomed. One problem we find is in respect of those who joined our service perhaps 15 years ago, and their children now are at a school age which makes it difficult for these persons to live in some other country.

Mr. LACHANCE: My last question is in relation to what you said concerning these young people who enter the service at perhaps 22 years of age and leave at the age of 30. Is there a large proportion of these persons who enter the department and then leave after three, four or five years service?

Mr. CADIEUX: There is not a great proportion, but there is a disturbing number. This is why I say it is something we must look at carefully. We go to great trouble to recruit these people. At the time they are recruited they are convinced they have found a good career. Then, in a few years they come and say that they cannot continue in the service because of family responsibilities. These are persons who like the service, want to stay, but say they cannot.

Mr. LACHANCE: What stops you taking on persons over 31 years of age?

Mr. CADIEUX: It is possible to take people who are over 31 years of age.

Mr. LACHANCE: They may be more serious people.

Mr. CADIEUX: Quite often people of this age are successful in other employment and would be able to command a salary which would be higher than what we can offer. Another problem is that if we offer them a salary equivalent to what they have been receiving, they may be receiving more than others already in the service. This might have a demoralizing effect; it might affect the loyalty of the other employees and some of them may say "I am