

employment was completely absent. Everybody was kind, but pressure of work, over-reliance on computers, confusion between Departments concerned, and an awesome fear of Treasury Board without an indication of the Department having any responsibility to protect its staff, did not leave the pleasant impression which one would like to have had on termination of service.

The same officer added:

My greatest difficulty arose however, from the most appalling confusion in accounts in Central Pay Office.... Senior officers were personally kind....At lower levels there was little regard to ensuring easy retirement...

A few indicated that procedures were generally satisfactory, but principally because they had served recently in Ottawa, and knew to whom to appeal for help. Another quote from a former employee:

I am sure employees of long service would feel less rejected if they felt the Department had some consideration for them.

Also this: "After 25 years' dedicated to External Affairs, one got the impression of 'good riddance'", and "I consider the staff in Superannuation, Medical, Pay Section, inadequate...they were far too busy to be able to spend much time in advising personnel", and "it took several months and quite a lot of correspondence to determine the amount of pension to enable me to decide if I could retire at 59 or 60", and "I made enquiries concerning my severance pay and found that no action had been taken - the clerk was on a 'French course'; two weeks later, I enquired again and found that the cheque had not been requisitioned. I was not informed about the Registered Retirement Savings Plans. I had to remind the clerk that I had to sign a form - he seemed simply unaware of the requirements. Finally, I still await proper settlement of my superannuation." (nearly two years after retirement)

In short, it seems clear beyond any doubt that the procedures are not satisfactory and most particularly, there is lacking a sense of Departmental concern for its former employees or for those about to retire. Once a person is retired, all connection