

to prove that it is a highly efficient, mechanical machine, too modern, computerized and organized to allow sentiment to enter into this final act between employee and employer. Moreover, while the pension plan and the severance pay are generous by any standard, no attempt is made to point this out or to show how the resulting income should generally be adequate.

It may be said that many, if not all, of these data just referred to are available to all employees in the various pamphlets issued by the different agencies administering all the Federal "goodies" to which all Civil Servants are entitled. That is true, but does the Department want or expect each of its employees to become a self-appointed "barrack-room lawyer", well-versed in all the intricacies of these pension and other schemes? Surely, it is better that employees do not become overly concerned, confident that, when necessary, the experts in the Department may be relied upon to give them the necessary facts and to see them through the intricacies of moving into their new estate.

Based on what is being done by private industry and on what experts in gerontology tell us, these procedures clearly leave much to be desired. Moreover, the replies to the questionnaire, inconclusive in themselves though they may be, confirm that the present handling of the retirement process is inadequate.

Out of the 70 questionnaires sent out, only 25 replies were received. Of these 25 replies, only eight answered that the retirement practices were satisfactory. Only two of these, however, gave an unqualified approval and several, having announced "yes", then replied "no" to nearly all of the other questions!

Perhaps one quote from the reply of a senior Foreign Service Officer may underline the current situation and underscore the need for improvement in the process by the Department to help and advise those about to retire or who have retired:

Despite the system, my experience was that one had to exert considerable pressure to get what one was legally entitled to, and any feeling of a helpful organization assisting one to face the difficulties of separation from