

Committee therefore recommends that those directly involved in the actual referral of job ready clients to specific job orders should be designated 'placement officers'. A fundamental requirement for employment in this function should be genuine experience in work, especially work related to one of the occupations placed frequently by the CMC in the locality where the placement officer is assigned.

Those who retain the title 'manpower counsellor' would be responsible for in depth vocational and employment counselling of those clients who are more difficult to place. They should have an adequate specialized educational background for this responsibility combined with some relevant work experience. All counsellors should be limited to giving employment related counselling only.

In order to meet the diverse demands of their job, placement counsellors particularly need to have "at their fingertips a feel for what is going on in the community", as Dr. Dupré expressed it. Evidence was given of the quantity of research and information on current trends in the labour market, and occupational analysis which flows out from the department to CMC offices. It would appear however that in the end, regardless of the extent of informational support provided, there is no substitute for "the relentless emphasis on keeping in touch."⁶ The effort is simpler for counsellors in a small CMC who are part of the community in which they work in every sense. Counsellors in the large urban Manpower office must create opportunities for keeping in touch with employers. They must make regular visits to the training and welfare facilities with which they have frequent contact.

Most important of all, counsellors must keep in touch with employers both through visits to places of work and by maintaining direct personal contact throughout the job matching process from the initial listing of the vacancy through the referral and the acceptance or rejection of that referral. Individual counsellors should have a specific assignment, a group of employers identified by either the type or the physical location of their places of business, for whom that counsellor is the specific continuing contact within the CMC. In normal practice this would also be the counsellor responsible for taking the job order. This would satisfy employers' wishes and would provide the basis on which to build mutual interest and understanding. Such understanding would enhance the counsellor's ability to assist job seekers. It would open up opportunities to persuade employers to be more flexible in their attitudes towards job seekers who lack the paper qualifications set out in the job order. Counsellors must undertake the important role of explaining to employers that the responsibility of the CMC is to the job seeker. They must foster the close continuing contact with their own group of employers which is fundamental to the fulfillment of that responsibility.

⁶ *Industrial Canada*, op. cit., page 15.