

by all Departments, thereby cutting costs of production and eliminating unnecessary duplication of effort. This might well be a co-ordinating role of the Treasury Board or of the Public Service Commission. Attached to this Section is a list of some subjects that should be included in any such book.

As far as the Department and personal counselling is concerned, under Section III (a) I have suggested setting up a counselling office, preferably under a retired senior officer. In Section VIII, I have elaborated on what such an officer should do and suggested therein a procedure for counselling all employees starting five years before each reaches the age of 65. R21

The commercial counselling offered by Paramount Retirement Counselling of Montreal is undoubtedly well-prepared and managed, but it is expensive and would not supply the personal link that I believe is so essential in any programme developed by the Department.

In summary, I believe that the Department should not develop any group counselling courses of its own; it should support any initiative by Treasury Board to set up courses open to all Canadians; it should encourage its employees to attend these on their own time at their own expense; and that it should concentrate on developing a separate counselling office under the direction of a retired senior officer (if possible), and that through that office, a regular retirement procedure should be developed that will be a very real help to all employees in bridging the gap and inculcating a feeling that the Department is grateful for past services and concerned about his future and that he has all possible help in meeting it. We need not be overly influenced by the fact that Washington uses "the course method" widely. Most of these courses are given for very large numbers, whereas all experts point to the futility of trying to cope with numbers over 30 or 40 at the most. On paper, these pre-retirement training courses being used so widely in Washington may look as if much is being done; in practice, I suggest that it is better than nothing but not as good as it looks.