

"That any recognition that retirement counselling and procedures need drastic overhaul should carry with it a recognition that the same solutions should also be applied and the policies adapted for the hundreds of loyal and efficient 'locally engaged' persons throughout the world."

Attention is called to such other trends as rapidly shrinking family size, top heavy population pyramids, and to new concepts of work and leisure with shortened work weeks.

Section VI - Methods of Dealing with the Problem

It is futile to try to deal with retirement problems with crash courses at the end. Evidence also shows that it is virtually impossible to expect employees to consider, much less plan for, retirement more than 5 years ahead. One accordingly needs to look at the whole work philosophy of the Department and at the procedures for handling people before retirement. Current effort in government and industry are largely devoted to some form of counselling -- group seminars, personal advice and or private professional services. Indirect methods include:

- (a) various forms of "sabbatical leave"
- (b) tapering off
- (c) post-retirement liaison
- (d) use of pensioners after retirement

Counselling

Many government departments use group counselling courses as pre-retirement preparation supplemented by documentation including booklets often prepared within the Department. Business firms in Canada and the USA largely prefer more complete personal counselling. The report contends that it would be a mistake to assume that the problem would be solved by setting up a Departmental "course". Personal counselling is the best approach. Perhaps Treasury Board could work with the provinces and universities to develop courses to train counsellors.

Some personal "retirement handbook" also seems desirable. Again Treasury Board or the PSC could develop one to avoid the Departmental duplication that now pertains. An outline of such a handbook is included--to be issued 5 years and 1 year before retirement.