

In Section III (a), the suggestion is made that the best way to carry out personal counselling in a systematic and thorough way would be the appointment of a Personal Counselling Officer, who preferably should be a retired senior officer with a good record of personnel management, but who had not been associated with the Personnel Division within the Department. Admittedly, these may be difficult conditions to fulfill since few officers are retiring each year, but it is an important point. It is only when a person has leisure and experience, freed from the built-in discipline of being an employee, that one has freedom to contemplate, appreciate and, most important, to criticize, but with maturity and judgment, and with his own job prospects unaffected by the criticism put forward. If such an officer is not available, perhaps one can be found who would be prepared to take early retirement in order to set up this office under contract - and here the point is important enough to argue with Treasury Board that his salary should be considered without reference to his pension, because it is upon operation of this small unit that the success or failure of a pre- and post-retirement counselling programme depends.

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(a) The duties of such an officer will be:

1. To devise a retirement procedure and to work with the Treasury Board or designated agency to produce a "retirement handbook" for use throughout the Civil Service. Suggestions for the contents are outlined in Section VI under "Counselling". There are many sources that will help in the production of such a handbook, such as:
  - "Passport to New Horizons" - Department of Supply and Services
  - "Planning Your Retirement" - Marine Services, Ministry of Transport
  - "1971 You and Your Employee Benefits" - Post Office
  - "Pre-retirement Planning and Preparation" - Indian Affairs and Northern Development
  - "Instruction Policies" - Manpower and Immigration for personnel advisors and trainers
  - "Retiring Soon" - Ontario Welfare Council
  - "A Guide to Services" - Ontario Welfare Council