

It is realized that the somewhat detailed list of duties suggested for the Counselling Officer, procedures for handling people coming up for retirement and the listing of subjects that should go into a personal "Retirement Handbook" may seem too exact. Any officer taking on the job will naturally develop his own ideas. It is hoped that these suggestions may help in the setting up of the "programme".

As far as costs are concerned, the only substantive recurring costs will be the salaries of the Counsellor and his secretary. These should be set sufficiently high to attract first class people, for upon the way they operate the office will the success of these proposals depend.

In addition to the running costs, the Counsellor should be supplied with an attractive office, well equipped with easy chairs and the appropriate reading material that will encourage former employees to "drop in" and use the office as a continuing point of contact with the Department. R 28

I believe that if these proposals are carried out they will materially improve morale and provide the needed guidance and information that all people reaching retirement do need. The cost will be small and the benefits to both employees and the Department relatively great.

DOCUMENTS:

Accompanying this report there are a considerable number of documents divided into various groups, such as:

- Canadian Government Department and Agency Papers
- Canadian Corporations and Institutional Papers (including the University of Toronto)
- United States Government Papers
- United States Universities
- United States Private Industry and Organizations
- British Papers