

to be done in the earlier years must be done by "stealth". Thus, in looking at the "tools", one should not focus only on those most obvious ones, but look at the whole work philosophy of the Department and also at the procedures for handling people before retirement. For if a person has the intelligence and initiative to plan in advance and to be able to meet the transition to retirement without difficulty, he still needs the sympathetic and understanding help of the Department. Without this, he cannot carry out his planning effectively. Moreover, if he meets indifference at the end of his career, the bloom will be off his retirement in that he will carry with him a sense of grievance against Government service.

Direct efforts at pre-retirement preparation that are currently being used in Government and industry principally develop around some form of counselling. This may take the form of "in-plant" group discussion meetings, personal, individual counselling, or contractual service from a professional private counselling organization. Other indirect forms of preparation - and by being indirect, no less effective - may be listed as:

- (a) Various forms of "sabbatical leave"
- (b) Tapering off
- (c) Post-retirement liaison
- (d) Use of pensioners after retirement

Counselling:

In Section II and the related appendices, considerable detail is given concerning the types of group counselling courses being offered in Canada, the United States and Britain. There is also some detail on how the various private firms organize individual personal counselling. Full information concerning the professional private counselling services available in Canada and the United States is also given.

Insofar as group counselling courses are concerned, this is the method principally used by those Departments of Government in Ottawa that have gone into the question of pre-retirement training. Also in the United States, Government Departments there make wide