

REFERENCE PAPERS

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R.C.A.F. PERSONNEL COUNSELLING PROGRAM

First service to inaugurate a scheme of vocational counselling for the post-war civilian occupation of its personnel is the Royal Canadian Air Force. On June 1, 1944, its program of personnel counselling went into operation in a number of stations across Canada.

The scheme is to offer assessment, information and assistance to men and women in the R.C.A.F. to enable them to train themselves, while still in the force, for the post-war career for which they are best fitted by personal aptitude, experience and background, interest and inclination, and training acquired in the service, plus training received for that career in spare time.

The man's or woman's best civilian opportunities are discovered, and he or she is then turned over to the education officer for assistance in obtaining such additional education or training as the career demands.

This is strictly a service program to be conducted before demobilization in order to make return to civilian life more successful. It is not, strictly speaking, rehabilitation, although the rehabilitation program's provisions are taken into account when career planning is in progress. It prepares men and women for rehabilitation while they are still in service.

The technique of this plan of personnel counselling is based on the experience gained through the R.C.A.F. program of personnel selection whereby recruits are carefully selected for their air force jobs. It was early recognized that interviews, letters of recommendation and educational standards were not decisive indicators of ability. One of the basic requirements for air crew and ground crew is the ability to learn, and two special basic tests were devised to show intellectual and mechanical abilities with special emphasis on learning capacity. Educational deficiencies were made up after enlistment. Service records of the men and women thus selected have shown a close correlation between their success on their job and their scores on the basic tests.

This technique is also employed in career counselling. The first approach is an assessment of the man's or woman's skills, knowledge and personal assets with special reference to his or her air force training and air force trade. This is done by the personnel counsellor.

Personnel counsellors have been, and are being, trained at Rockcliffe Station by the training division of the R.C.A.F. They are chosen from any branch of the service and are commissioned officers of both sexes. They are picked for their civilian experience, preferably in business and industry, for their good service record, their personal qualities and their interest in this type of work. By June 1, 123 were ready, and the first group has already been posted for overseas duty.

A personnel counsellor will be posted to every station where there are at least 400 permanent personnel. Smaller stations will share the services of a visiting counsellor. It is planned to reach every member of the air force wherever he or she may be, and counsellors will be sent to India, the Middle East, and Iceland. They will also be stationed at the home bases of operational groups such as bomber and coastal patrol commands. Every effort will be made to get counsellors into the remoter stations and bases, for it is felt that men who are far out of touch with the home situation may perhaps have greater anxiety for their future.

THE
PERSONNEL
COUNSELLOR

R.O.A.N. PERSONNEL COUNSELLING PROGRAM

First advice to industrial sphere of vocational counselling for the post-war civilian population of the personnel in the Royal Canadian Air Force. On June 1, 1944, the program of personnel counselling went into operation in a number of selected sectors.

The scope is to offer assistance, information and assistance to men and women in the R.C.A.F. to enable them to find themselves in the post-war period. The program was set up to help them in their transition from military to civilian life, and to help them in their transition from military to civilian life.

The main or woman's best civilian opportunities are discussed, and he or she is then turned over to the civilian officer for assistance in obtaining such additional education or training as the other demands.

This is a study of a civilian program to be conducted before demobilization. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life.

The technique of this kind of personnel counselling is based on the experience gained through the R.O.A.N. program of personnel selection. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life.

This technique is also applied in other counselling. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life.

Personnel counselling have been, and are being, carried out in various forms. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life.

A personnel counsellor will be asked to assist in every way possible. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life. The program is to assist in the transition from military to civilian life.

Where there is a large number of Women's Division personnel at a station, a woman counsellor will be stationed there, and a woman will be attached to each command. Women officers will circulate among stations where there is a small number of W.D.'s.

The rank for the established position of personnel counsellor is flight lieutenant.

TECHNIQUE
OF
COUNSELLING

Personnel counsellors are trained in scientific methods for assessing abilities and aptitudes and in counselling methods for analysing information concerning interests, intentions and background. They are provided with information concerning occupations and trades and the legislation applying to employment, as well as Canada's rehabilitation opportunities. Continuing advice and information are supplied to them by the directorate of personnel selection and manning in Ottawa. The tools of their trade include charts for every type of air force training, by which they can measure a man's capabilities; charts which describe vocational opportunities for each given assortment of capabilities; and booklets describing the training and education needed for each type of job chosen, as well as its opportunities in regard to pay and benefits, working conditions, chances for promotion and competition.

As a specific example, here are the qualities listed for men who have learned aero-engine mechanics during their air force training:

Skills acquired: The use and care of a great variety of hand tools, machine tools and shop equipment; measuring, marking and general layout work; all types of bench work; the use of measuring tools and instruments; heat treating and testing metals; hard and soft soldering, sweating and brazing; engine assembly, installation and overhaul; fitting, shaping and bending metals.

Knowledge of: Principles of internal combustion engines; first aid; shop mathematics; properties of workshop materials, metals and alloys; workshop methods; precision measurement and marking; oil and fuel rating; fire prevention.

Improved personal assets: Thoroughness and dependability; patience and self-control; willingness and co-operation; orderly and methodical working habits; sense of responsibility; ability to organize work.

To these assets, the aero-engine mechanic who is seeking to prepare himself for a post-war job may add his ratings on the two basic R.C.A.F. tests which assess his ability to learn and his mechanical aptitudes. The personnel counsellor and the man himself then decide which of the three major groups he fits into - professional, vocational or skilled. (It is pointed out that the nature of air force selection and duties makes the unskilled man or woman almost unknown in the R.C.A.F.).

Under each of the headings - professional, vocational and skilled - there are three more groups, this time of types of jobs. They are those requiring outstanding mechanical aptitude; those requiring high mechanical aptitude, and those requiring some mechanical aptitude.

By this time the air force mechanic has eliminated eight of nine possible fields of activity. Within the ninth there is still a number of choices, and these he discusses with the personnel counsellor. He is advised of the opportunities and advantages of each kind of job within that field, and of the things he can do for himself while he is still in the air force to make him a very probable candidate for the job, instead of merely a possible one. The principle implied is that "if you take a course and come within the top 10, no matter how crowded the field is, you will be needed. If you come within the bottom 10, no matter how badly men are needed in that field, you won't be needed."

When there is a large number of women in the personnel at a station, a woman counselor should be stationed there, and a woman will be attached to each command. The officers will attend to the stations where there is a small number of women.

The role for the established position of personnel counselor is
light movement.

Personnel counselors are trained in scientific methods for assessing abilities and aptitudes and in conducting methods for the selection of personnel. They are provided with information concerning aptitudes and aptitudes and the selection of personnel to employment, as well as the rehabilitation of personnel. Continuing advice and information are supplied to them by the Director of Personnel Selection and Training in Orders. The tools of their trade include charts for every type of air force training, by which they can compare a man's capabilities with those of other personnel. They also have charts for every type of job class, as well as the occupational interests in each type of job class, working conditions, classes for promotion and competition.

As specific examples, here are the qualifications listed for men who have learned new machine mechanics during their air force training:

Skills acquired: The man has care of a great variety of hand tools, machine tools and shop equipment; he has knowledge and general layout work; all types of bench work; the use of measuring tools and instruments; heat treating and cutting metal parts and soft soldering, brazing and drawing; engine assembly, disassembly and overhaul; fitting, shaping and bending metals.

Knowledge of: Principles of internal combustion engines; first aid; shop mathematics; properties of workshop materials; safety and accident prevention; aviation maintenance and repair; all the tests; fire prevention and safety.

Improved personal traits: Thoroughness and dependability; patience and self-control; willingness to co-operate; orderly and methodical working habits; sense of responsibility; ability to organize work.

In these cases, the air-entraining mechanic who is seeking to prepare himself for a post-war job may add his ratings on the test results to the tests which assess his ability to learn and his mechanical aptitudes. The personnel counselor can see and himself then decide which of the three major groups he fits into - professional, vocational or skilled. (It is pointed out that the ratings of air force selection and tests assess the mechanical aptitudes of women almost uniformly in the A.C.A.F.)

Under each of the headings - professional, vocational and skilled - there are three major groups, the line of types of jobs. They are those requiring outstanding mechanical aptitudes; those requiring high mechanical aptitudes, and those requiring low mechanical aptitudes.

By this time the air-entraining mechanic has developed a list of his possible fields of activity. Within the right sphere is still a number of choices, and these he discusses with the personnel counselor. He is advised of the opportunities and advantages of each kind of job within that field, and of the things he can do for himself while he is still in the air force to make the very best preparation for the job. Instead of merely a possible one, the personnel counselor is that if you take a course and work within the job, he can better know the field as you will be needed. If you come within the job, he can better know the field as you will be needed. In that field, you will be needed.

When the service man (or woman) has elected to prepare himself for a particular job, he is shown how he can improve his chances by taking additional educational, technical or trade courses, and is then turned over to the educational officer, who helps him arrange to take the course or courses through the Canadian Legion Educational Services. Those courses include primary and secondary school and college courses, technical, trades and agricultural courses, and their standards are accepted throughout the Dominion.

The R.C.A.F. had a triple purpose in building this program. First and foremost, the object is to demobilize men and women equipped not merely with a better-than-average chance of finding a job, but with a better-than-average chance of finding a job which is suited to the man or woman and which offers some prospects of security, satisfaction and promotion.

When a member of the air force is discharged, he or she is provided by the R.C.A.F. with a booklet of introduction to prospective employers indicating the career for which he has been counselled and reviewing his air force experience and training and his degree of success, plus any additional studies he has undertaken while still in the service. If jobs are available, those who have done something about it, it is felt, are the ones who should stand the best chances.

The second purpose of this plan is morale-building. It is considered that an appeal to a person's self-interest is likely to result in a constructive activity of benefit to the individual while he or she is still in the service.

The third benefit is therapeutic. A common result of flying strain is restlessness combined with lack of direction. Personnel counselling has already proved effective in helping repatriates and convalescents to restore purpose to their lives and ease tensions which have been accumulated.

Any available surveys of post-war employment opportunities are studied for the R.C.A.F. with the object of directing personnel into the less crowded fields. These surveys are naturally built on probabilities, but every effort is made to keep them as reliable as possible and to keep them fluid and capable of adjustment under changing conditions.

Job analyses have been made for all those occupations engaged in by approximately 80% of persons employed in Canada.

Certain large industries have already made their own surveys as to the probable post-war requirements for employees in different occupations within their own particular industry. Again it is possible to provide only a rough estimate. Some large employers who have lost hundreds of employees to the armed forces have supplied the air force with a list of their former employees, together with details of the kind of work they did and where they lived. In turn the R.C.A.F. will give these employers information as to the men's service records and abilities, and the employer will then furnish lists of supplementary courses which the men may take while still in the service to fit them for better jobs.

This program is being organized in such a way that it is capable of rapid expansion. A sudden cessation of hostilities might conceivably leave a large number of personnel out of operations and awaiting discharge for a longer or shorter period. This will be the right time for them to devote themselves to the fullest to the opportunities provided to fit themselves into the country's post-war economy.

Personnel counsellors are continually being trained, and it is planned to put many educational officers through the course. In small units

OBJECT
OF THE
PROGRAM

JOB
RESEARCH

FUTURE
DEVELOPMENT

When the service man (or woman) is placed in a position of responsibility, he is given a job, he is given a task, he is given a responsibility, and he is given a challenge. The service man (or woman) is given a job, he is given a task, he is given a responsibility, and he is given a challenge. The service man (or woman) is given a job, he is given a task, he is given a responsibility, and he is given a challenge.

The N.C.A.A. has a triple purpose in building this program and foremost, the object is to provide men and women with a better-than-average chance of finding a job, but with a better-than-average chance of finding a job which is suited to the man or woman and which offers some prospect of security, satisfaction and promotion.

When a member of the air force is discharged, he or she is provided by the N.C.A.A. with a booklet of introduction to prospective employers indicating the career for which he has been recruited and showing his air force experience and training and his grade of education, plus any additional studies he has undertaken while in the service. In fact, the available, those who have some training, even if it is only one year, must stand the best chance.

The second purpose of this service is to provide a service which is considered that an employer's self-interest is likely to result in a positive activity of benefit to the individual while he or she is still in the service.

The third purpose is to provide a service which is considered that an employer's self-interest is likely to result in a positive activity of benefit to the individual while he or she is still in the service.

Any available surplus of service equipment, supplies and materials are studied for the N.C.A.A. with the object of providing a service which is considered that an employer's self-interest is likely to result in a positive activity of benefit to the individual while he or she is still in the service.

Job analyses have been made for all those occupations engaged in by approximately 50% of persons engaged in Canada.

Certain large industries have already made their own surveys as to the probable post-war requirements for employees in different occupations within their own particular industry. Again it is possible to provide a service which is considered that an employer's self-interest is likely to result in a positive activity of benefit to the individual while he or she is still in the service.

This program is being organized in a way that it is considered that an employer's self-interest is likely to result in a positive activity of benefit to the individual while he or she is still in the service.

Personnel counselors are constantly being trained in small units planned to put many additional officers through the course in small units.

the personnel counsellor and the educational officer may be the same individual. In large units they work very closely together and they are hoping to maintain a joint follow-up to see that the service man or woman is keeping on with the course and continues to be satisfied with his or her choice of job.

Ultimately it is planned to give the air force personnel advice on budgeting, not only while they are in service to help them lay away a reserve fund for their future civil re-establishment, but also to train them in budgeting methods which will help them throughout their lives.

The personnel counselor and the educational officer say the same thing. In large units they work closely together and they are trying to establish a joint follow-up to see that the service men are keeping on with the course and continue to be satisfied with the value of job.

Obviously it is planned to give the air force personnel advice on budgeting, not only while they are in service to help them lay away a reserve fund for their future civil re-employment, but also to train them in budgeting methods which will help them throughout their lives.