

Retiring from the Federal Government

Retirement from a career in federal service is a significant milestone, filled with possibilities to build on the expertise and skills you've developed over the years. As you look forward to this next phase, you may be considering new ways to stay engaged professionally, share your knowledge, or embark on a consulting career. Whatever your goals, proper planning is essential to ensure a smooth transition from public service to private consulting or other rewarding endeavors.

LRO Staffing is here to be your trusted partner in this journey. With a deep understanding of government and regulated sectors, we're well-equipped to support retirees looking to leverage their experience in a consulting role or new professional opportunities. This guide is designed to walk you through each step, from assessing your retirement benefits and marketable skills to building a personal brand and navigating post-employment restrictions.

At LRO Staffing, we're committed to helping you make the most of your retirement years, whether through continued professional engagement or simply by providing the resources to approach this new chapter with confidence. We're honored to be part of your journey and look forward to helping you achieve a fulfilling retirement on your terms.



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1. UNDERSTAND RETIREMENT BENEFITS

PENSION CONSIDERATIONS FOR POST-RETIREMENT CONSULTING:

As a retired Canadian federal government employee, consulting can be a rewarding way to stay engaged professionally while supplementing your retirement income. However, it's essential to understand how your pension might be affected by returning to work, even in a consulting or contracting capacity. Here are key considerations:

- **Impact on Pension Benefits**

Many federal pension plans have stipulations about post-retirement earnings. For example, if you draw income from consulting work, your pension benefits may be adjusted, suspended, or even clawed back if certain income thresholds are exceeded. Consult your pension plan's guidelines or speak to a pension specialist to understand any income caps and how they might impact your monthly pension payments.

- **Returning to Federal Work**

Should you return to work for the federal government or a related agency as a contractor or consultant, certain pension rules may apply. Some plans impose a "return to service" rule, meaning that your retirement status might be reconsidered, potentially impacting your pension payouts. Generally, this depends on factors like the nature of the work, the contract type, and duration. Confirm with your pension administrator if a consulting role could be considered "reemployment."

Understanding the Earnings Limits

The federal government's pension plans, such as the Public Service Pension Plan (PSPP), typically have annual limits on post-retirement earnings before adjustments to your pension benefits occur. For instance, the earnings cap might be based on a percentage of your pension or a specific amount set annually. Be clear on these limits to avoid any unexpected changes to your pension benefits.

- **Bridge Benefits and Reduction in Supplementary Benefits**

If you retire before age 65 and are eligible for bridge benefits, consulting income might affect these supplementary payments. Bridge benefits are temporary pension supplements that cease at age 65 or upon qualifying for CPP/QPP, but they could also be reduced if you earn beyond the pension's allowed threshold.

- **Tax Implications**

Additional income from consulting could place you in a higher tax bracket, potentially affecting your take-home pension and consultancy earnings. Consider consulting a tax advisor to optimize tax efficiency when managing both pension and consultancy income.

- **Maintaining Compliance**

Be sure to consult directly with your pension plan administrator for specific compliance guidelines, as these vary across federal departments. Additionally, consulting your HR team or a pension advisor may help clarify any departmental requirements.

NEED MORE INFORMATION?

For further details specific to your situation, contact your pension plan administrator directly. This could be through the Government of Canada Pension Centre:

- Phone: 1-800-561-7930 (toll-free in Canada and the U.S.)
- TTY: 1-800-255-4786 (for hearing impaired)
- Online: [Pension Centre Contact Page](#)

HEALTH BENEFITS CONSIDERATIONS FOR POST-RETIREMENT CONSULTING:

Transitioning to retirement can bring significant changes to your health coverage, especially if you plan to work as a consultant. Understanding the potential impacts on your health benefits is critical to ensuring you maintain coverage that meets your needs. Here's what to consider:

- **Public Service Health Care Plan (PSHCP) for Retirees**

Many retired federal employees are eligible to continue coverage under the Public Service Health Care Plan (PSHCP) as retirees. However, benefits, coverage limits, and cost-sharing requirements may differ from those offered during employment. Check the Retired Member coverage details within PSHCP to understand any adjustments in coverage, co-payments, or deductibles that might affect your expenses.

- **Supplemental Coverage Needs**

While the PSHCP provides a broad range of coverage, it may not cover everything, particularly if you plan to travel or require specialized care. Some retirees find it beneficial to purchase additional health insurance plans, which can provide extra coverage for services not included in PSHCP, such as extended travel insurance, higher prescription drug limits, or dental and vision care.

- **Coverage Options for Consultants**

Unlike employees, consultants are typically responsible for securing their own health coverage. Some consulting firms may offer access to group health plans, but often, independent consultants need to seek private health insurance options. Providers like Sun Life, Manulife, and Blue Cross offer individual plans designed for self-employed individuals or contractors, which may help bridge any gaps left by PSHCP coverage.

- **Transitioning from Employer-Provided Health Benefits**

Upon retirement, your employer-provided health benefits, such as supplementary health or dental plans, generally end. Make sure to arrange for any continued coverage through the PSHCP or another plan in advance to avoid any gaps. You may have a limited window to apply for continued PSHCP coverage without a medical assessment, so apply within the required timeframe.

- **Prescription Drug Coverage and Provincial Plans**

While PSHCP provides some prescription drug coverage, it may coordinate with provincial health plans, which vary by province. Check your province's healthcare coverage to understand if you qualify for additional provincial drug coverage, especially if you have high ongoing medical needs. Provincial plans can sometimes cover costs for seniors that are not included in PSHCP, which may help reduce overall out-of-pocket expenses.

- **Consider Tax-Advantaged Health Savings**

Retirees working as consultants may find Health Spending Accounts (HSAs) or Private Health Services Plans (PHSPs) useful. These accounts allow you to set aside funds for medical expenses on a tax-advantaged basis, which can be especially valuable if your consulting work brings in taxable income. You may wish to consult with a financial advisor to set up an HSA or PHSP effectively.

- **Dental and Vision Coverage Options**

While the PSHCP includes some dental and vision benefits, these may be more limited than what you had as an employee. Review the details of the PSHCP's Retired Member coverage and consider private supplemental insurance for dental and vision care if these are priorities for you.

FOR MORE INFORMATION ON HEALTH BENEFITS OPTIONS AND SUPPORT:

Contact the Public Service Health Care Plan (PSHCP) Administration Authority for up-to-date details on health coverage available to retirees:

- **Phone** (Sun Life, PSHCP Provider): 1-888-757-7427 (toll-free in Canada and the U.S.)
- **TTY**: 1-800-255-4786 (for hearing impaired)
- **Online Resources**: Public Service Health Care Plan

Consider reaching out to a **Benefits Advisor** within the Government of Canada's Pension Centre for personalized assistance. They can help you understand how your current health benefits might shift in retirement and advise on making any necessary adjustments.

2. FINANCIAL PLANNING

ASSESSING FINANCIAL NEEDS FOR POST-RETIREMENT CONSULTING:

Working as a consultant after retiring from the federal government can offer a flexible income source, but it's essential to accurately assess your financial needs and responsibilities to make informed decisions. Here's a guide to help you evaluate your income needs, taxes, and other financial considerations:

- **Estimate Income Requirements**

Start by calculating your desired retirement lifestyle costs. This includes everyday expenses, healthcare, travel, hobbies, and potential new costs such as business insurance. Evaluate whether your existing retirement income—such as pensions, CPP/QPP, and personal savings—covers your expenses, or if you'll need additional consulting income to meet your goals.

- **Consider Taxes on Consulting Income**

Consulting income is subject to income tax, which may impact your tax bracket. Unlike salaried employees, consultants need to manage their own tax withholdings. Consult with a tax professional to estimate how much of your consulting income should be set aside for taxes, including federal and provincial income tax, CPP contributions (if applicable), and possibly GST/HST if you reach the \$30,000 annual income threshold that requires registration for GST/HST.

- **Evaluate Business Expenses and Deductions**

As a consultant, you may have business-related expenses, such as office supplies, travel, professional memberships, and even home office costs. Many of these can be claimed as deductions, reducing your taxable income. Track expenses carefully and keep receipts to ensure you can maximize deductions come tax time. Popular accounting tools like QuickBooks, Xero, and Wave can be helpful in managing these expenses.

- **Plan for Retirement Income Coordination**

If you're receiving federal pensions, such as the Public Service Superannuation Plan (PSSP) or the Canada Pension Plan (CPP/QPP), confirm whether consulting income could affect your benefits. Consulting income typically doesn't affect federal pension payments directly, but it could influence certain benefits, like income-tested benefits (e.g., GIS or provincial benefits). Consult your pension plan administrator to understand any implications of additional income.

- **Set Aside Emergency and Business Reserves**

Consulting can have fluctuations in income, so having an emergency fund is crucial. This fund should ideally cover 3-6 months of living expenses, along with any fixed business costs, like software subscriptions or professional liability insurance. In addition, consider saving for retirement, even in semi-retirement, by contributing to RRSPs, TFSAs, or other savings accounts to ensure continued growth.

- **Evaluate Cash Flow for Business Expansion**

As you begin consulting, you may find opportunities to expand your business, which may require investment in marketing, technology, or additional certifications. Create a cash flow forecast to identify your break-even point and plan for any anticipated growth. Tracking this can help you decide whether to expand or keep consulting as a low-cost, part-time endeavor.

- **Seek Professional Financial Advice**

Retirement finances can be complex, especially when adding consulting income into the mix. Working with a certified financial planner can help you optimize income sources, manage taxes, and set realistic business and retirement goals. They can also help with projections to ensure your savings last throughout your retirement.

FOR MORE FINANCIAL GUIDANCE:

For personalized information on managing finances post-retirement, contact the Government of Canada Pension Centre or speak to a certified financial planner.

- Government of Canada Pension Centre Contact Information:
 - **Phone:** 1-800-561-7930 (toll-free in Canada and the U.S.)
 - **TTY:** 1-800-255-4786 (for hearing impaired)
 - **Online:** Government of Canada Pension Centre
- Tax and Financial Planning Support:
 - **Chartered Professional Accountants of Canada (CPA Canada):** For resources or to locate a CPA, visit CPA Canada.
 - **Financial Planning Standards Council (FPSC):** Locate a certified financial planner through FP Canada.

SET UP BUSINESS FINANCES:

Setting up strong financial foundations can simplify managing a consulting business while helping you keep personal and business finances separate. Establishing a dedicated bank account, effectively tracking expenses, and consulting a financial advisor can support both financial clarity and tax efficiency. Here are the steps to get started:

- **Open a Separate Bank Account for Your Consulting Business**

Opening a business bank account, or at minimum a separate personal account dedicated to your consulting work, can provide clear separation of income and expenses. This makes it easier to track your consulting income, identify business expenses, and avoid blending business and personal transactions. Many banks offer low-fee business accounts that provide features like check-writing, online transfers, and debit card options, making financial management easier.

- Recommended Canadian Banks for Business Accounts:

- **RBC Small Business Account** – Offers options for small business banking with low monthly fees and customized banking packages.
- **TD Business Banking** – Provides specialized services for small business needs, including account bundles with expense management.
- **Scotiabank Right Size Account for Business** – Charges fees based on the number of monthly transactions, which can be cost-effective for part-time consultants.

- **Track Expenses Consistently**

Maintaining a record of all business-related expenses is crucial, both for financial planning and tax purposes. Some common deductible expenses for consultants include office supplies, home office costs, internet and phone services, professional memberships, software, travel expenses, and advertising costs. Consistent tracking helps ensure you capture every deductible expense and maintain organized financial records, simplifying year-end tax preparation.

- **Helpful Tools for Expense Tracking:**

- **QuickBooks Self-Employed** – Tracks expenses, invoices, and mileage automatically, and allows you to categorize expenses for tax deductions.
- **Wave Accounting** – Offers free accounting software designed for small business owners, including income and expense tracking.
- **Expensify** – Ideal for tracking travel expenses, it allows you to scan receipts and automatically categorize expenses.

- **Establish an Invoicing System**

Having a system for creating, sending, and managing invoices is key for receiving timely payments. Many online tools allow you to set up and send invoices quickly, while also tracking payment status and providing reminders.

- **Consult with a Financial Advisor**

Consulting with a financial advisor who specializes in small business or retirement planning can provide insights into optimizing your consulting income, managing tax obligations, and ensuring long-term financial stability. They can help with everything from setting up tax-efficient business structures to advising on RRSP contributions, tax deductions, and investments. Many advisors also offer guidance on retirement income strategies, helping you maximize both pension and consulting income.

- Finding a Financial Advisor:

- **FP Canada** – Locate certified financial planners with experience in retirement and business planning through [FP Canada](#).
- **Canadian Association of Financial Planners (CAFP)** – Offers resources for locating a licensed financial planner.
- **Chartered Professional Accountants of Canada (CPA Canada)** – CPAs can assist with tax planning and business accounting, helping manage consulting income. Visit [CPA Canada](#).

- **Set Up a Business Savings Account or Emergency Fund**

- Consulting work can sometimes mean irregular cash flow, making it wise to establish a business emergency fund or savings account. Aim to save enough to cover 3-6 months of business expenses, including insurance, software subscriptions, or professional memberships, so you're prepared for any temporary lulls in income. Business savings can also support expansion if you decide to grow your consulting practice in the future.

FOR PERSONALIZED FINANCIAL ADVICE AND BUSINESS SUPPORT:

You may want to reach out to the following for additional assistance:

- **Small Business Services (SBS)** - Government of Canada: Provides guidance for new business owners on tax filing, expense tracking, and business accounts.
 - **Website:** Government of Canada SBS
- **Canada Revenue Agency (CRA):** For tax guidance on deductible expenses, GST/HST registration, and compliance.
 - **Phone:** 1-800-959-5525 (Business inquiries)
 - **Website:** CRA Small Business and Self-Employed



3. SKILLS AND KNOWLEDGE ASSESSMENT

IDENTIFYING AND MARKETING YOUR SKILLS AS A CONSULTANT:

As a retired federal employee, you possess a wealth of skills, knowledge, and experience that can be highly valuable in the consulting field. However, transitioning to consulting requires a shift in how you present these skills. The following guide will help you assess which skills are in demand, identify areas where you have a competitive advantage, and effectively package these competencies to attract consulting clients.

- **Analyze Your Core Competencies and Experience**

Start by listing the core competencies, technical skills, and specialized knowledge you developed during your government service. Identify areas where your experience aligns with common consulting needs in the public and private sectors. Consider skills such as:

- **Project Management:** Your experience in managing budgets, timelines, and teams in a government setting is a strong asset.
- **Policy Analysis and Development:** Public sector clients value expertise in policy creation, regulatory analysis, and government compliance.
- **Procurement and Vendor Management:** If you handled contracts, procurement, or vendor negotiations, this knowledge is valuable in both government and private sectors.
- **Risk Assessment and Compliance:** Government experience often includes risk management, a sought-after skill in highly regulated industries such as healthcare, finance, and defense.
- **Stakeholder Engagement:** Experience in navigating complex relationships within public and private organizations, including government agencies, contractors, and communities.
- **Financial Planning and Budgeting:** Skills in budget development, expenditure tracking, and financial oversight are relevant for organizations looking to maximize resources.

Tip: Write down your most notable projects and accomplishments, particularly those with measurable results or outcomes, to highlight as examples of your effectiveness.

- **Determine High-Demand Skills in Your Field**

Assess which skills are currently in demand by consulting industry reports, job postings, and client needs. Here are several resources and strategies for identifying in-demand skills:

- **Job Boards and Marketplaces:** Sites like LinkedIn, Indeed, and consulting marketplaces list consulting jobs and can provide insights into sought-after skills.
- **Networking and Professional Associations:** Connect with former colleagues or professional associations to learn about emerging needs in consulting.
- **Example Skills for Government Consultants:**
 - **Change Management:** Particularly valuable for departments implementing new technologies or structural changes.
 - **Data Analysis and Visualization:** Increasingly vital for organizations making data-driven decisions.
 - **Environmental and Social Governance (ESG):** Public and private sectors prioritize ESG compliance and seek advisors with knowledge in sustainability, ethics, and corporate responsibility.

- **Identify Transferable Skills for Different Sectors**

Many skills gained in federal government service are easily transferable to private sector and non-profit organizations. Focus on skills that can be applied across various industries to broaden your client base:

- **Leadership and Team Building:** Your ability to lead, develop teams, and foster collaborative environments can support organizations facing restructuring or looking to strengthen leadership.
- **Strategic Planning and Policy Implementation:** Businesses and non-profits benefit from insights on policy implementation, goal setting, and long-term planning.
- **Contract Negotiation:** Your understanding of contract processes is valuable for organizations entering into new agreements or managing vendor relationships.

- **Training and Development:** Skills in creating training programs or onboarding processes can assist companies in compliance or skill development efforts.

- **Highlight Transferable Skills by:**

- Using clear, results-oriented language on your resume.
- Showing examples of how you applied these skills to solve challenges in the government sector.

- **Package Your Skills for Consulting**

The way you present your skills as a consultant is crucial. Create a concise, compelling “skills package” that clearly outlines the services you offer, the value you bring, and the results you can achieve for clients. This package can take the form of a professional profile, resume, LinkedIn summary, or introductory statement on your website.

- **Your Value Proposition:** This is a brief summary of what you offer as a consultant. For example, “With 20+ years in public sector project management, I provide organizations with strategic insights and hands-on expertise in managing budgets, timelines, and teams to drive successful outcomes.”
- **Service Offerings:** List out your services (e.g., “Project Management Consulting,” “Risk Assessment and Compliance Advisory,” “Stakeholder Engagement Strategy”).
- **Key Skills and Results:** Mention specific skills (e.g., procurement analysis, change management) alongside examples of tangible results you achieved, such as cost savings, improved compliance, or project milestones met.

- **Seek Additional Certification or Training if Needed**

Certifications can strengthen your profile and attract clients, especially if you are moving into a new area or refreshing old skills. Relevant certifications include:

- **Certified Management Consultant (CMC):** Offered by the Canadian Association of Management Consultants, this certification demonstrates commitment to high consulting standards.
 - **Website:** [CMC-Canada](#)

- **Project Management Professional (PMP):**

Provided by the Project Management Institute, this certification is widely recognized and can enhance credibility.

- **Website:** [PMI](#)

- **Risk Management Certifications:**

Certifications such as Certified Risk Management Professional (CRMP) are valuable for consultants focusing on compliance and risk mitigation.

- **Use Testimonials and Case Studies to Validate Your Skills**

Testimonials from former colleagues, supervisors, or clients can lend credibility to your skills and reassure prospective clients of your consulting abilities. Similarly, case studies that describe how you handled specific challenges provide concrete examples of your expertise.

- **Request Testimonials:** Reach out to former supervisors, colleagues, or clients and request brief endorsements highlighting your strengths and expertise. Testimonials or recommendations can be shared on your LinkedIn profile to boost credibility and showcase your skills to potential clients in a readily accessible format.
- **Create Case Studies:** Write 1–2 page case studies detailing successful projects, focusing on the challenge, approach, and outcomes.

4. BUILD A NETWORK

LEVERAGING EXISTING CONTACTS TO BUILD YOUR CONSULTING BUSINESS

Your professional network is one of the most valuable assets you can bring into your consulting career. Retirees from the federal government often have an extensive network of former colleagues, supervisors, and industry contacts who can provide valuable leads, referrals, or even direct consulting work. Here are key strategies to help you tap into and expand your network, laying a strong foundation for your consulting business.

- **Identify Key Contacts and Connections**

Begin by listing individuals within your professional network who have the potential to be clients or provide referrals. Consider the following groups:

- **Former Colleagues and Supervisors:** People you worked closely with and who understand your skills and contributions. These individuals may be in need of consulting services or can recommend you to their networks.
- **Cross-Departmental Connections:** Individuals from other departments, agencies, or branches who may have moved to different roles where they need consulting expertise.
- **Project Stakeholders:** Individuals from previous projects, including contractors, vendors, and community partners, may have insights into consulting needs within their own organizations.
- **Professional Associations:** Networks you developed through associations like the Canadian Association of Management Consultants (CMC-Canada) or other relevant groups.

Tip: Use LinkedIn and other professional networks to organize and expand your contact list, making note of those in roles that align with your consulting services.

- **Reach Out to Former Contacts Thoughtfully**

When reaching out to your network, use a personalized approach. Share your plans to transition into consulting and highlight how your expertise could support their organization. It's best to reconnect authentically and offer clear information about the specific services you provide.

- **Send a Personalized Email or Message:** A brief, personalized message introducing your consulting services works well. Consider this sample message:

- **Sample Message:**
 - › “Hi [Name], I hope you're doing well! After retiring from the public sector, I'm excited to be offering consulting services in [Your Expertise]. Given your role in [Their Organization/Field], I thought you might have insights on where my skills could be valuable. If you're open to a conversation, I'd be glad to reconnect and share more about my services. Thank you, and looking forward to catching up!”

- **Provide a Professional Profile, Resume, or Portfolio:** Include a link to your LinkedIn profile, website, or digital portfolio to give contacts an overview of your skills, areas of expertise, and past achievements.

- **Schedule Informational Meetings**

Scheduling informational meetings can help you gain insights into consulting needs while building rapport with potential clients or referrers. These meetings can be short 15-30 minute conversations, either in person or over a virtual platform, such as Zoom or Microsoft Teams.

- **Ask Questions to Understand Needs:** Learn about current challenges they face and explore how your consulting services could help.
- **Provide Value Upfront:** Offer a few relevant insights or ideas that demonstrate your expertise.
- **Stay in Touch:** Follow up with a thank-you email and maintain periodic contact to stay on their radar for future projects.

- **Engage with Professional and Industry Associations**

Joining and participating actively in associations can help you reconnect with former contacts and expand your network to include new industry players. Some options include:

- **National Association of Federal Retirees:** As the largest advocacy group for federal retirees, this association offers networking opportunities, events, and resources specifically for retired federal employees. Joining allows you to connect with other retired professionals and stay updated on issues affecting federal retirees.
 - › **Website:** [National Association of Federal Retirees](#)

- **Canadian Association of Management Consultants (CMC-Canada):** Provides networking events, certifications, and a platform to showcase your services.

- › Website: [CMC-Canada](#)

- **Public Sector Network:** This organization holds events and seminars for professionals working in the public sector, offering opportunities to connect with government staff and contractors.

- › Website: [Public Sector Network](#)

- **Attend Industry Events and Workshops**

Look for conferences, webinars, and training sessions in your field to reconnect with former colleagues and meet new contacts who might require consulting services. Engaging in industry events showcases your commitment to staying current and provides natural opportunities to discuss your services.

- **Government Conferences:** Many federal government departments host events focused on issues such as procurement, policy development, and regulatory compliance, where you can connect with professionals who need your expertise.
- **Regional Meetups and Networking Events:** Local events, particularly in areas like Ottawa or major city hubs, are excellent for connecting with organizations that frequently work with government contractors.

- **Build a Referral Network with Past Supervisors and Colleagues**

Don't hesitate to ask past supervisors and colleagues for referrals. Many professionals are happy to connect you with others who could benefit from your consulting services.

- **Share a Brief Overview of Your Services:** Give them a simple overview they can use when recommending you to their networks.

- **Offer Reciprocal Support:** Let them know you're available to support them in their current role, either directly or by recommending contacts within your own network.

- **Example:**

- › "I'm building my consulting practice in [Your Area of Expertise]. If you happen to know anyone looking for support in [specific service], I would appreciate the referral. Similarly, if there's anything I can assist with in your current role, please let me know!"

- **Leverage LinkedIn to Strengthen Relationships and Showcase Expertise**

LinkedIn is one of the best platforms for consultants to reconnect with former colleagues, supervisors, and industry contacts. Regularly posting content related to your consulting area helps keep you visible to your network and establishes your expertise.

- **Update Your Profile:** Ensure your LinkedIn profile reflects your new consulting business, including a clear summary of services, skills, and examples of past work.
- **Share Thought Leadership Content:** Posting articles or sharing insights on topics relevant to your field of consulting (e.g., policy changes, best practices in project management, or compliance) can demonstrate your expertise to your network.
- **Engage with Others' Content:** Commenting on posts and celebrating milestones in your network keeps you connected and fosters a sense of goodwill.

5. LEGAL AND ADMINISTRATIVE SETUP

TYPES OF BUSINESS STRUCTURES FOR CONSULTING

A. EMPLOYEE STATUS (CONTRACTOR)

Some agencies or organizations may allow you to return as a contractor while retaining your employee status. This option means you'd work as a temporary employee or contractor for a set period, often under an employer's terms.

- **Advantages:**
 - Employers often handle tax deductions, reducing your tax responsibilities.
 - Access to employer-provided benefits (e.g., healthcare, pension top-ups) may be available.
 - Less administrative work; you may not need to register a business or manage invoicing and payments.
- **Disadvantages:**
 - Less independence and control over your work schedule and terms.
 - Income may be limited based on contract terms, without the ability to seek additional clients.

B. SOLE PROPRIETORSHIP

A sole proprietorship is a straightforward business structure where you operate your consulting practice as an individual, under your name or a registered business name.

- **Advantages:**
 - Simple and inexpensive to set up, with minimal regulatory requirements.
 - You have complete control over the business and decision-making.
 - Profits are taxed as personal income, potentially resulting in lower tax rates.
- **Disadvantages:**
 - Unlimited personal liability for business debts and obligations, meaning your personal assets could be at risk if the business faces financial or legal challenges.
 - Limited ability to raise funds or secure investment compared to incorporated entities.

C. PARTNERSHIP

A partnership allows two or more individuals to share ownership and responsibilities within a consulting practice.

- **Advantages:**
 - Shared resources, knowledge, and risk.
 - Similar to a sole proprietorship in tax treatment, with income flowing through to individual partners.
 - Flexibility to define each partner's role and financial contribution through a partnership agreement.
- **Disadvantages:**
 - Unlimited liability for each partner, making personal assets vulnerable to business debts and obligations.
 - Potential for disputes between partners, especially if roles and contributions are not clearly defined.

D. CORPORATION (INCORPORATION)

- Incorporating your business creates a separate legal entity, allowing you to limit your liability and access potential tax advantages.
- **Advantages:**
 - Limited liability protection for personal assets, as the corporation is a separate legal entity.
 - Tax advantages, such as lower corporate tax rates and tax deferral on retained earnings.
 - Enhanced credibility with clients and greater flexibility to grow your business, hire employees, or attract investment.
- **Disadvantages:**
 - Higher costs and administrative complexity to set up and maintain.
 - Must meet regulatory requirements, such as keeping records and filing annual returns.
 - Income distribution requires additional planning, such as through salary or dividends, which may complicate tax filings.

CONSULTING A LEGAL AND FINANCIAL PROFESSIONAL

Choosing a business structure involves critical legal and financial considerations. It's essential to seek advice from a legal professional or a certified financial planner to ensure your choice aligns with your consulting goals, liability tolerance, and tax planning. They can also assist with necessary paperwork, registration, and ongoing compliance.

- **Recommended Legal Professionals:**
 - **Lawyers Specializing in Business Law:** Look for lawyers who understand both federal government employment and the consulting industry. They can advise on liability, incorporation, and contract terms.
 - **Financial Advisors and Accountants:** A certified accountant can explain the tax implications of each structure, help with tax filings, and offer guidance on expense tracking and deductions.

CONSIDERATIONS WHEN CHOOSING A BUSINESS STRUCTURE

- **Liability:**

If you're concerned about protecting your personal assets from business risks, consider incorporating. Corporations provide limited liability, which is crucial if your consulting work carries significant financial or legal risk.
- **Tax Implications:**

Understand how each structure affects your tax obligations. A sole proprietorship is straightforward but may lead to higher personal taxes, while a corporation offers potential tax deferral benefits.
- **Operational Complexity:**

A sole proprietorship or partnership requires less administrative effort than a corporation, which comes with regulatory responsibilities like annual filings and record-keeping.
- **Future Growth Plans:**

If you plan to expand, hire employees, or bring on partners, incorporating may be the best option for long-term growth and flexibility.
- **Control and Independence:**

Decide how much control you want over business decisions. Sole proprietors and single-member corporations have full control, while partners and some contractor roles may require shared decision-making.

STEPS TO TAKE AFTER CHOOSING A BUSINESS STRUCTURE

Once you've selected the best structure, follow these steps to formalize your consulting practice:

- **Register Your Business Name:**

If you choose a sole proprietorship or partnership, you may need to register your business name with the provincial or territorial government.
- **Apply for a Business Number (BN):**

A BN with the Canada Revenue Agency (CRA) is required for corporations, partnerships, and sole proprietorships engaged in taxable business activities.

 - **CRA Business Number Application:**
[CRA Business Number Registration](#)
- **Obtain Necessary Licenses or Permits:**

Some consulting fields, such as environmental consulting or public health, may require specific permits.
- **Set Up a Business Bank Account:**

Open a separate bank account to track your consulting income and expenses, which will simplify accounting.
- **Purchase Business Insurance:**

Consider insurance policies that cover professional liability, errors and omissions, and general business risks to protect against claims.

ADDITIONAL RESOURCES FOR RETIRED FEDERAL GOVERNMENT EMPLOYEES TRANSITIONING TO CONSULTING

- **Canada Business Network:** A resource for information on business structures, tax implications, and regulatory requirements for Canadian businesses.
 - Website: [Canada Business Network](#)
- **Public Services and Procurement Canada (PSPC):** PSPC provides resources and guidelines specific to former government employees, including consulting opportunities and conflict of interest requirements.
 - Website: [Public Services and Procurement Canada](#)
- **Business Development Bank of Canada (BDC):** Offers consulting services and financing options for small businesses.
 - Website: [BDC](#)



6. DEVELOP A MARKETING STRATEGY

CREATING A PERSONAL BRAND FOR YOUR POST-RETIREMENT CONSULTING CAREER

As a consultant, your personal brand is key to establishing credibility and attracting clients. Building a brand that reflects your expertise, unique strengths, and professional values will set you apart in a competitive marketplace. Here's a step-by-step guide to creating a strong personal brand, including tips for developing an online presence and effectively showcasing your skills.

- **Define Your Unique Value Proposition**

Begin by identifying what makes you unique. Your value proposition is the combination of skills, experience, and insights you bring to clients that differentiates you from other consultants. For example, if you've spent years working in federal procurement or project management, highlight your in-depth knowledge of public sector operations and regulatory compliance. Think about the following:

- **Expertise:** What specialized knowledge do you offer? E.g., regulatory compliance, strategic planning, risk assessment.
- **Industry Experience:** Which sectors or types of projects have you worked with? This could include policy, technology, security, etc.
- **Professional Attributes:** Describe your approach to consulting. Are you known for thoroughness, innovation, or problem-solving?

Document these elements in a brief mission statement or tagline that encapsulates your brand. This could be as simple as "Guiding Public Sector Projects to Success" or "Expert Compliance Consulting for Government Contracts."

- **Establish a Strong LinkedIn Presence**

LinkedIn is a powerful tool for consultants, allowing you to network with industry professionals, showcase your expertise, and attract clients. Here's how to optimize your LinkedIn profile:

- **Professional Profile Photo:** Choose a high-quality, professional headshot.
- **Headline:** Use your value proposition to create a compelling headline, e.g., "Retired Public Sector Leader | Procurement & Compliance Consultant | Expert in Federal Regulations."

- **About Section:** Write a summary of your consulting services, key accomplishments, and any unique insights or values you bring to clients.
- **Experience and Skills:** Highlight relevant skills, certifications, and previous roles in the public sector. Showcase any awards, publications, or speaking engagements.
- **Recommendations:** Request recommendations from former colleagues or clients who can vouch for your expertise. This social proof is invaluable for building credibility.
- **LinkedIn Learning for Professional Branding:** LinkedIn offers branding courses tailored for consultants and freelancers. Search for topics like "Personal Branding for Consultants" or "Advanced LinkedIn Strategies."

- **Create Branded Marketing Materials**

Branded materials like business cards, email signatures, and even a brochure can be useful for networking and adding a polished touch to your brand. Simple, professional designs that reflect your personal brand can be created using:

- **Business Cards:** Include your name, title (e.g., Consulting Specialist), contact information, and LinkedIn URL.
- **Email Signature:** Add a professional email signature with your name, title, contact information, and links to your website and LinkedIn.
- **Brochure or One-Pager:** Consider creating a one-page brochure that summarizes your consulting services and unique value. This can be useful for clients who prefer a quick overview.

- **Demonstrate Expertise with Content Marketing**

Sharing knowledge and insights through content marketing can help you establish credibility and connect with potential clients. Publishing articles, writing blog posts, or sharing updates on LinkedIn allows you to highlight your expertise and share valuable information related to your niche.

- **Blogging:** Write about industry trends, best practices, and government consulting tips on your website blog.

- **LinkedIn Articles:** Post articles on LinkedIn about relevant topics in the public sector or your area of expertise.
- **Webinars or Workshops:** Consider offering a free webinar or workshop on a topic you specialize in to engage potential clients.
- **Content Ideas for Public Sector Consultants:**
 - › “Top 5 Procurement Tips for Government Projects”
 - › “Navigating Post-Employment Restrictions as a Consultant”
 - › “Best Practices for Risk Assessment in Federal Contracts”

TARGETING POTENTIAL CLIENTS AND STAFFING AGENCIES FOR YOUR CONSULTING CAREER

Finding the right clients or connecting with staffing agencies is crucial for retirees moving into consulting. Identifying organizations that can benefit from your government experience will not only increase your chances of landing work but also allow you to make a positive impact in areas that align with your expertise. This guide will help you identify potential clients, reach out to them, and effectively market your skills for consulting opportunities.

• Identify Your Ideal Client Profile

To focus your efforts and find the right clients, start by defining an “ideal client profile.”

Think about which organizations, government agencies, or private companies would benefit from your knowledge and experience.

- **Public Sector Clients:** Consider federal, provincial, and municipal government departments, especially those where you have prior experience or subject matter expertise.
- **Contractors Serving the Government:** Identify companies contracted by the government, such as IT firms, procurement companies, or logistics providers, that may need consulting support from someone with inside knowledge of government processes.
- **Private Sector Organizations:** Companies in heavily regulated industries, such as telecommunications, healthcare, finance, or defense, may value consulting services from someone with a government background, particularly if they have partnerships with or are accountable to government bodies.

• Build a List of Targeted Organizations

Once you have a profile of your ideal clients, compile a list of specific organizations or agencies to target. Start with government departments you've worked with, contractors, or companies that align with your area of expertise. Here are some tools and resources for building this list:

- **Buyandsell.gc.ca:** This government procurement website lists all active government contracts and their suppliers. Use it to find companies already contracting with the government.
 - › Website: [Buy and Sell](https://buyandsell.gc.ca)
- **Canada's Top 100 Employers:** Published annually, this list can help you identify reputable companies in Canada across various industries.
 - › Website: [Canada's Top 100 Employers](https://www150.com/top100)
- **LinkedIn and Company Websites:** Search LinkedIn for company profiles that align with your ideal client list, or visit the websites of relevant companies to identify potential contacts.

• Leverage Staffing Agencies Specialized in Public Sector Consulting

Working with a staffing agency is an effective way to secure contract work quickly, especially if you're newly retired and looking to leverage your government experience. Many staffing agencies specialize in placing consultants within government and regulated sectors, providing tailored support and access to exclusive opportunities.

LRO Staffing has built a strong reputation in public sector and professional services placements, LRO Staffing is particularly well-suited to assist retirees. Our team has extensive experience connecting skilled professionals with consulting roles in Ottawa and beyond, making us a trusted resource for government placements. We offer personalized guidance through each stage of your consulting journey—from resume refinement and interview preparation to identifying roles that align with your skills and goals.

- **For retirees looking to re-enter the workforce, LRO Staffing provides:**

- **Deep Expertise in Government Consulting:** Our insights into federal and provincial government requirements help us match retirees with roles where they can make an immediate impact.
- **Personalized Support and Guidance:** We walk you through the consulting process, assisting with required documentation, interview preparation, and ongoing support to ensure a smooth transition.
- **Targeted Networking Opportunities:** LRO Staffing maintains relationships with key government and private sector clients, giving retirees access to relevant roles that suit their experience.

FOR MORE INFORMATION OR TO START YOUR CONSULTING JOURNEY WITH LRO STAFFING, CONTACT US AT:

- Phone: 1-613-566-7048
- Website: [LRO Staffing](https://lrostaffing.com)

- **Tips for Engaging with Staffing Agencies:**

- **Prepare a Tailored Resume:** Have a resume that emphasizes your public sector accomplishments, security clearances, and relevant project experience.
- **Register in Their Database:** Most staffing agencies allow you to submit a profile and resume to their database. Make sure your LinkedIn profile matches your resume for consistency.
- **Communicate Your Availability and Preferences:** Be clear about the types of contracts you're interested in, whether remote or in specific locations, and your availability.

- **Create and Leverage a LinkedIn Networking Strategy**

LinkedIn is a powerful tool for making direct connections with potential clients and staffing agencies. Once you have a clear picture of who your target clients are, you can begin to engage with them strategically on LinkedIn:

- **Optimize Your Profile for Consulting:** Ensure your profile highlights relevant experience, skills, and past achievements.
- **Join Relevant LinkedIn Groups:** Participate in groups focused on public sector consulting, procurement, and Canadian government affairs.
- **Engage with Target Clients' Content:** Follow potential client organizations, engage with their posts, and comment on articles or updates they share. This establishes familiarity and visibility before you reach out directly.
- **Sample LinkedIn Message for Initial Outreach:**
 - › Hi [Name], I noticed that [Company/Agency] has been working on some exciting initiatives in the area of [relevant field]. As a former [job title] in [specific department], I bring a background in [relevant skills] and am currently offering consulting services in this area. I'd love to connect and explore any potential ways I might support your team. Thank you for considering, and looking forward to connecting.

- **Direct Outreach to Target Clients**

If there are specific agencies or companies you want to work with, a direct approach can sometimes be the most effective. Draft a concise email or LinkedIn message introducing yourself and describing how your experience aligns with their needs.

- **Target Key Decision-Makers:** Focus on reaching out to managers or directors within departments relevant to your expertise, such as procurement, project management, or regulatory compliance.
- **Research and Tailor Your Message:** Reference recent projects or needs specific to the agency or company to demonstrate that you understand their objectives and can add value.

- **Sample Email for Direct Outreach:**

Subject: Consulting Services for [Relevant Area of Expertise]

Dear [Name],

I'm a former [Job Title] with extensive experience in [specific field, e.g., procurement compliance or federal project management]. I'm reaching out because I believe my background aligns well with the needs of [Department/Agency Name] as it continues to tackle [relevant challenge or project].

My areas of expertise include [list relevant skills or experiences], and I am confident that I can help [target agency] achieve [specific goal]. I would appreciate the chance to discuss how my consulting services could support your team's work. Please let me know if there's a convenient time for us to connect.

Sincerely,

[Your Name]

[Your Contact Information]

[LinkedIn Profile Link]

- **Maintain a Follow-Up System**

Building relationships takes time, so it's essential to keep a structured follow-up system. If you haven't heard back from a client or agency after reaching out, a polite follow-up email or message after a couple of weeks can help keep you on their radar.

- Track contacts, outreach dates, and follow-up actions in a CRM or simple spreadsheet.
- Set Reminders for Ongoing Engagement: Schedule reminders to engage periodically with prospective clients on LinkedIn or to attend relevant events.

7. COMPLIANCE AND ETHICS

UNDERSTANDING POST-EMPLOYMENT RESTRICTIONS FOR FEDERAL RETIREES TRANSITIONING TO CONSULTING

When retiring from the Canadian federal government and moving into consulting, it's important to be aware of post-employment restrictions designed to prevent conflicts of interest. These restrictions can include cooling-off periods, lobbying limitations, and specific restrictions based on the projects or information you accessed while employed. Adhering to these guidelines will help you maintain compliance and uphold public trust. Here's a comprehensive guide to help you navigate these requirements:

- **Federal Post-Employment Restrictions**

The Government of Canada has specific policies for former public servants to prevent conflicts of interest and to ensure fair competition. The Values and Ethics Code for the Public Sector and the Conflict of Interest Act detail rules for former federal employees, including restrictions on using confidential information and lobbying.

- **Cooling-Off Periods**

Certain senior-level officials, like Assistant Deputy Ministers (ADM) and above, may be subject to a cooling-off period (typically one year). During this time, they're prohibited from working with organizations they had significant dealings with while in office. Confirm with your previous department or consult with the Office of the Conflict of Interest and Ethics Commissioner (CIEC) for specifics on your role.

- **Confidential Information**

Even after retirement, former employees cannot disclose or improperly use confidential information acquired during their employment. This includes any government data or proprietary knowledge that could give a private entity an unfair advantage.

- **Lobbying Restrictions**

Some roles come with restrictions against lobbying the federal government on behalf of clients or companies. The Lobbying Act mandates that former senior public office holders avoid lobbying the federal government for a specified period (usually five years).

Contact the Office of the Commissioner of Lobbying of Canada for more details on lobbying restrictions relevant to your role.

- **Contact Information for Office of the Commissioner of Lobbying of Canada**

- › Phone: 1-613-957-2760
- › Website: [Office of the Commissioner of Lobbying of Canada](#)

- **Provincial and Territorial Restrictions**

If you plan to work as a consultant with provincial or territorial governments, check each jurisdiction's policies for former public employees. Each province may have its own conflict-of-interest policies, lobbying rules, and cooling-off periods, which could affect your consulting work.

- **Ontario Integrity Commissioner**

- › Phone: 1-416-314-8983
- › Website: [Ontario Integrity Commissioner](#)

- **Quebec Lobbyists Commissioner**

- › Phone: 1-418-528-7810
- › Website: [Lobbyists Commissioner of Quebec](#)

- **British Columbia Office of the Registrar of Lobbyists**

- › Phone: 1-250-387-2686
- › Website: [BC Registrar of Lobbyists](#)

- **Agency-Specific Restrictions**

Some government agencies have additional post-employment guidelines beyond the federal policies. For instance, departments with a security focus (like National Defence or Public Safety) may restrict former employees from consulting roles that could involve sensitive information. Contact your former agency's ethics or HR office to verify any additional rules specific to your department.

- **Restrictions on Procurement and Contract Bidding**

Former federal employees must avoid any consulting work that could be perceived as a conflict with their previous roles, especially when it involves procurement, contracting, or other areas where they held decision-making authority. This includes:

- **No Direct Involvement with Past Projects:**
Federal policy often restricts former employees from consulting on projects or contracts they worked on directly during their tenure, typically for a period of one year. This helps maintain fairness and prevent insider advantages in government contracting.
- **Advising on Procurement Processes:** If you were involved in procurement decisions, there may be limits on consulting services that involve advising private clients on how to navigate procurement processes. Seek guidance from the Procurement Ombudsman's Office if you plan to offer consulting services related to procurement.
- **Contact Information for the Procurement Ombudsman's Office**
 - › Phone: 1-866-734-5169
 - › Website: [Office of the Procurement Ombudsman](#)
- **Engaging with a Conflict of Interest or Ethics Officer**
To ensure full compliance, consider consulting with an ethics or conflict-of-interest officer before finalizing any consulting engagements. The Office of the Conflict of Interest and Ethics Commissioner (CIEC) is available to answer questions and clarify potential conflicts for former federal employees. You may also want to seek advice from legal professionals specializing in government ethics.
- **Contact Information for Office of the Conflict of Interest and Ethics Commissioner**
 - › Phone: 1-613-995-0721
 - › Website: [Office of the Conflict of Interest and Ethics Commissioner](#)

- **Consider Legal Guidance for Complex Restrictions**

If your previous role involved high-level government responsibilities, sensitive information, or significant interaction with external agencies, you may benefit from consulting a lawyer specializing in public sector ethics and post-employment restrictions. They can provide case-specific advice, particularly if you plan to work internationally or in roles with potential lobbying components.

LEGAL SUPPORT RESOURCES:

- **Canadian Bar Association (CBA)** – Can assist in finding legal counsel specializing in public sector employment and ethics.
 - Website: [Canadian Bar Association](#)

STAYING COMPLIANT: BEST PRACTICES

- **Review Terms with Former Agency HR or Ethics Office**
Confirm specifics of post-employment restrictions based on your position, department, and level of access.
- **Document Compliance Efforts**
Keeping a record of due diligence efforts—such as correspondence with ethics officers—can demonstrate your commitment to compliance.
- **Seek Continuing Ethics Education**
Many professional organizations offer resources or training on ethics for consultants, helping you stay aware of compliance best practices.

8. CONTINUING EDUCATION

The consulting landscape continually evolves, with new methods, tools, and regulations emerging regularly. To thrive as a consultant, it's essential to keep your knowledge and skills up to date. Here are some ways to stay competitive, ensure your skills remain relevant, and expand your expertise:

IDENTIFY KEY SKILLS FOR YOUR CONSULTING NICHE

Begin by identifying essential skills for your area of expertise. In fields like project management, procurement, and policy analysis, staying up-to-date on best practices, emerging technology, and industry regulations is vital. Review recent job descriptions, professional association recommendations, and market trends to ensure you're focusing on relevant areas for your skillset.

ATTEND INDUSTRY WORKSHOPS AND CONFERENCES

Workshops and conferences offer opportunities to gain new insights, network with peers, and learn from industry leaders. Many industry organizations host annual events designed to deepen expertise in areas like public administration, procurement, technology, and project management. Attending a mix of in-person and virtual events can help you stay engaged, particularly with federal government policies, contracting requirements, and consulting trends.

ENROLL IN SPECIALIZED COURSES OR CERTIFICATION PROGRAMS

Enrolling in online courses or certifications can help you stay at the forefront of your field. Popular platforms like Coursera, LinkedIn Learning, and edX offer courses that cover the latest in management, technology, and other professional development topics. Certification programs, such as PMP (Project Management Professional) or Lean Six Sigma, can strengthen your credentials, especially if they align with federal consulting needs.

JOIN PROFESSIONAL ASSOCIATIONS

Professional associations offer access to exclusive training, webinars, industry news, and member networking. Many associations focus on government and consulting, providing valuable resources to keep you updated on sector trends and federal regulations. Membership often includes access to certifications, professional journals, and discounted conference rates.

ENGAGE IN ONLINE FORUMS AND PROFESSIONAL GROUPS

Participating in online groups, discussion forums, and social media communities can be a great way to stay connected with peers and industry experts. Platforms like LinkedIn, Reddit, and specialized professional forums provide space for exchanging knowledge, sharing best practices, and discussing industry developments. Consider joining groups that focus on Canadian public sector consulting or federal contracting.

SUBSCRIBE TO INDUSTRY PUBLICATIONS AND NEWSLETTERS

Regularly reading industry publications and newsletters is an efficient way to stay updated on new regulations, technologies, and industry insights. Subscribing to relevant Canadian publications can help you remain informed on government consulting trends and policy changes that may impact your work.

LEVERAGE MENTORSHIP AND NETWORKING

Mentorship, either through formal programs or informal relationships, can be invaluable for staying up-to-date. A mentor within your field can provide guidance on relevant trends, share personal insights, and help you navigate industry changes. Networking with other retired consultants who have experience working with the federal government can also offer practical advice on overcoming industry-specific challenges.

Retirement marks an exciting new chapter, and with the right preparation, you can confidently transition from government service to a successful consulting career. By following these steps, you'll be well-positioned to leverage your skills, explore rewarding opportunities, and enjoy the flexibility of consulting work.

At LRO Staffing, we're here to support you every step of the way. Whether you're seeking guidance on industry trends, targeted job opportunities, or simply need assistance navigating the transition, our team is committed to helping you achieve your post-retirement goals. Consider us your partner in this journey—ready to connect you with the roles that best suit your experience and aspirations.

To learn more about how we can assist with your transition, don't hesitate to reach out. Your retirement is just the beginning, and with LRO Staffing by your side, your next success is within reach.

