

9. Other differences which the table does not record are those relating to the general social background of the period in which the older officers grew up. A large proportion of those who joined the Department shortly after the war had spent their youth in the atmosphere of the great depression, a circumstance which greatly conditioned their attitude towards their jobs and their expectations of what their employer might do for them. Many of these officers who were in the armed forces during the war became accustomed to make-shift conditions, making do in jobs for which they were not trained and improvising with what was available.
10. For officers who join the service now, the depression and the war have subsided into history. Their attitudes towards their jobs and what can be expected from their employers have been affected by the boom conditions which have prevailed during much of the post-war period. One may perhaps generalize to the extent of saying that they do not feel called upon to accept make-shift conditions or an employment situation that does not reflect a lively interest on the part of management in the development of new personnel. Management in government as elsewhere is expected to be ready to spend money and provide facilities to enable employees to reach their potential quickly -- a circumstance which will benefit the organization as much as the employee.
11. With these thoughts in mind we have endeavoured to adapt the recommendations in this report to the capacities and attitudes of officers who have joined the Department in the late 1960's and who will be joining it in the next few years.