

GENERATIONAL INFLUENCES ON FIRE SERVICE LEADERSHIP

EXECUTIVE LEADERSHIP

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Abstract

The problem was that the Hialeah Fire Department (HFD) had experienced an influx of employees from varying age groups and had not compensated with leadership methods that would best influence their behavior toward accomplishing departmental goals and objectives. The purpose of this study was to identify those leadership techniques that will be effective in motivating the varied generations found within the HFD toward achieving the department's goals and objectives. This was a descriptive research project. The research questions were:

1. What are the characteristics and influencing factors of generational groups found in the modern workforce?
2. What experience do other fire service organizations have with a changing generational workforce and how have they addressed the challenges presented?
3. What generational subgroups are represented within the Hialeah Fire Department?
4. What leadership techniques are best suited for each generational group within the Hialeah Fire Department?

The procedures involved a review of fire service and non-fire service literature as well as a survey of South Florida Fire Departments.

The results found that there were more generations working in the modern workforce than any time in the history of the United States each with a unique set of values and influences. The impact of these generational groups was found to be affecting fire departments, that there was a recognition of the problem, but little had been done to address the issue. The study finally found that the HFD was also affected by the changing generational influx of employees and that there are leadership techniques available to meet the generational challenge.

The recommendations based on the study, was for the HFD to consider and incorporate generational influences in the programs and policies of the organization in order to build a synergistic working environment between its employees and the organization.

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Introduction

The Hialeah Fire Department (HFD) has been experiencing a changing workforce over the last several years. As employees reach retirement age they are being replaced with a new breed of employees. The problem is that the HFD has experienced an influx of employees from varying age groups and has not compensated with leadership methods that would best influence their behavior toward accomplishing departmental goals and objectives. The purpose of this study is to identify those leadership techniques that will be effective in motivating the varied generations found within the HFD toward achieving the department's goals and objectives. This is a descriptive research project. The research questions are:

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2. What experience do other fire service organizations have with a changing generational workforce and how have they addressed the challenges presented?
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Background and Significance

At the present time, the City of Hialeah Fire Department does not have the leadership expertise in place to direct officers on the best methods to motivate the various generations of employees found within the organization. According to Jerrard (2002), many emergency services managers are experiencing varying levels of difficulty adjusting to their changing workforces, given that each generation brings a unique set of norms to the workplace that may not be understood by their employers. The net effect is a work environment made up of employees with unique values and approaches to work and an inefficient organizational knowledge to deal

effectively with these groups. Understanding the differences among employee generational groups is key to the successful leadership of an organization (Zemeke, 1999). Each organization has a set of shared values and beliefs establishing the framework of attitudes and behavioral norms within the organization (Compton, 2002). Therefore, where in the past an organization would expect employees to automatically accept its norms and values, the leaders of today are challenged with learning how to gain the respect and loyalty of the new generations of entry-level employees (Karp 2002).

Since 1994, the Hialeah Fire Department (HFD) has experienced an atmosphere of disruptive labor management relations. As this atmosphere has persisted, the attrition rates of the department have precipitated many new entrants to the service, with over 38 percent of the workforce having less than two years of service time within the organization (City of Hialeah, 2006). In order to be successful in the future, the HFD must find the means and methods to assimilate new employees into the Department in a reasonable and effective manner, to continue providing the high level of service expected within the community.

This research is important to the Hialeah Fire Department for two reasons. First, so that it can find the best technique in which to meet its established goal of continuously improving the service provided to the community through the work of its members. Secondly, so that the leadership tools necessary to produce a high level of service amongst its employees can be identified, and a mutually beneficial work environment developed for the employees and the community they serve.

The National Fire Academy's *Executive Leadership* course advises in Unit 8, Introduction to Influencing of the Student Manual, to be able to understand the concept of influencing and identify its techniques in order to improve effectiveness. (National Fire

Academy [NFA], 2005, p. SM 8-2). This project will describe those influencing techniques available to motivate the various generational groups present within the Hialeah Fire Department.

This research is also related directly to the United States Fire Administration operational objective “to promote within communities a comprehensive, multi-hazard risk reduction plan led by the fire service organization” (NFA, 2002, p. II-2). Describing the different generational groups and the influencing techniques most appropriate for each will provide the Department with an understanding of the differences amongst each group and how to capitalize on the strengths of each group. This will provide for enhanced delivery of fire protection and emergency services to the City of Hialeah to accomplishing the objective.

Literature Review

The purpose of this literature review is to provide a practical framework to describe generational groups prevalent within the modern workforce, as well as the ramifications associated with assimilating them within the fire service. The ultimate goal of this literature review is to apply the gathered information and provide information to derive an effective generational leadership model for the Hialeah Fire Department. This literature review includes a search and review of published trade journals, fire service journals and magazines, textbooks, Executive Fire Officer (EFOP) research papers, and information obtained from the Internet.

The modern workforce is made up of a historic blend of generations and represents the first time that four generations of employees are working together within organizations. Each generational group is influenced by differing experiences and world events. These life experiences, which are the foundation for generational norms, represent a challenge to the leadership of organizations to recognize and understand the motivating factors behind each

generation's behavioral patterns (Colon 2005).

In order to appropriately broach the topic of generational influences on fire service leadership, a proper foundation should be established through definition. According to the American Heritage Dictionary, a generation is "a group of individuals regarded as having a common, more or less contemporaneous culture or social attribute"(Morris, 1971 p. 549). Lancaster and Stillman (2002) describe generations as a group of similarly situation individuals that share a common set of "values, beliefs, life experiences, and attitudes" (p. 4) that influences the workplace. Today's workforce is made up of four distinct generations that display their own set of shared beliefs gained through life experiences and/or world events that influenced each in a unique way.

According to Martin and Tulgan (2002), there are four main generations found in the workforce today. They are the Veteran generation sometimes also known as the Traditionalists, the Baby Boomer generation, Generation X, and Generation Y also referred to as the Millennials or Nexters. Each has its own set of time frames that define membership in each group as well as unique characteristics and influencing factors that helped shape each group's behavioral patterns and beliefs (Zemke 2000).

The Veteran generation emerged between 1925 and 1945 and some of the later members of the generation would still be found in today's workforce and would range in between 60 and 80 years of age. This group was hugely influenced by the Great Depression and World War II, which had them experience the sacrifices of their parents and the United States during their formative years. The Veteran Generation and the events that shaped its norms made them a very loyal generation that valued self-sacrifice for the good of the organization. This generation had or has an affinity for organizational structure and the hierarchical approach to accomplishing

goals as greater than 50 percent of the groups men may have served in the military (Lancaster 2002).

Following the Veteran Generation came the Baby Boom Generation with over an estimated 75 million members. The Baby Boomers born between 1946 and 1964 were also influenced by world and national events just like the Veteran generation had been; however, in a very different way. The major events that shaped the Boomers culture were the Vietnam War, Watergate, the proliferation of television, and contraceptives. Boomers are idealistic, optimistic, prideful, and loyal. They believe in long work hours and value their social standing (Colon 2005). Boomers have been described as “the most spoiled, self indulgent generation in United States history (Martin 2002, p. 4).

Following the Boomer Generation came what has become known as Generation X born 1965-1981. This generation was influenced by the events of its time similar to the preceding generations. The events included the effect that corporate downsizing, right sizing and reengineering had on the careers and loyalty of their parents. As a result, Generation X employees display less loyalty to their employers, expect more open communication throughout organizations, and are more apt to challenge established authority. They are generally hard working, but strive for a balance between work and personal time. This generation does not generally buy into the all-enthraling corporate culture of its parent’s generation and would rather seek self-fulfillment outside of the work environment (Karp 2002).

The latest generation to enter the workforce is the Millennials, born between 1982 and 2001. This generation is described as self-confident, full of self-esteem, educated, openly tolerant of diversity, and socially conscious. The single greatest influence on the Millennials has been the so-called technology revolution. This generation has been exposed to the almost daily advances

in computer technology, and as a result is very focused on the short term and immediate results. Members of this generation need to be engaged and are enthusiastic about work and finding creative solutions to problems (Zemeke 2001).

According to King (1998), the fire service is not immune to the effects of the changing generational workforce, and its leaders must be cognizant that leadership techniques must be adapted to the new generation of firefighters entering the service. The new generations of firefighters are viewed as having the potential to make positive contributions to the fire service or detract from the service if they are not assimilated correctly. Fire service leaders must meet the challenges presented by the new generations in order to assure organizational effectiveness.

The need to understand new entrants to the work force was also highlighted by Ezzie (1999) in his research on new hires entering the fire service. He found that the new employees were often of a different generational type than the officers that were charged with supervising the new employees. The need to understand the perspectives and values of the new employees were highlighted as the key to continued organizational success. The approach used was to provide those in leadership positions sensitivity and diversity training as a method to help the existing managers understand the motivating factors associated with the new entrants to the workforce.

The Elk Grove Village Fire Department identified that generational differences were becoming a challenge to manage as an older workforce was being replaced by a new generation of firefighters. They highlighted the differences between Baby Boomer employees and Generation X entrants to the service. Given that significant differences were discovered, a course of corrective action was recommended that included sensitivity training and conflict resolution training for all employees. In addition, officer development training was highlighted as needing

improvement specifically in the area of generational-based conflict resolution and department wide strategic planning that would incorporate enhanced employee acculturation to the values of the Department.

In research by Rayon (2000), the impact of generational effects on fire department recruitment was analyzed. This was done in order to identify areas that could be improved to increase the attractiveness of the fire department to a possible recruit and help with the retention of existing employees. It was found that understanding generational differences and applying that understanding to the recruitment process was used to a great advantage in the private sector. Although applied to a limited extent in the fire service, it was found that the same techniques that had proven successful in the private sector should and could provide the fire service enhanced recruitment and retention techniques.

Given the significant role generational issues play within organizations in general, the fire service is not immune from having to deal with the human differences of its employees. When various generations of people commune in the work environment frequently, a cycle of understanding or growth between each sub group evolves. Initially, the introduction of a new group is generally met with apprehension. The existing members of an organization generally feel that the present norms are the only correct way of carrying out the objectives of the organization. In contrast to older employees new personnel may be from a different generation and possess a different set of ideas and influencing factors that drive their behavior. Gaining an understanding of each subgroup represented within an organization is paramount to bridging the gap between each and building synergistic relations amongst the groups for the betterment of the organization (Compton 2002).

A need to identify the generations found within the Hialeah Fire Department is important

to establish a baseline of the values, norms, and motivating factors of the organization. Based on a review of the City of Hialeah's Employee Database (2006), and using the criteria for defining generational groups, it was found that the HFD had members belonging to each generational sub group.

Employees belonging to Generation X make up the largest portion of the department representing 55.55 percent of the total workforce. The next largest group of employees was those belonging to the baby boom generation at 38.89 percent of the total. The Millennials followed these at just over four percent, and the Veterans, represented less than one percent of the total employees.

To achieve a fundamental change in an organization is a difficult task, as the principles, routines, thought processes, and the very daily existence that many have grown comfortable with are threatened (Heifetz 2002). In order to meet the challenge of a changing workforce, leaders must be able to identify the change, provide a sound rationale for organizational correction, outline how the challenge will be met, and commit to incorporating the changes into the basic philosophy of the organization (Buckman 2006).

The change that has taken place in the workforce to a large extent is that the organizational structure based on command and control may not be the best fit for the present day employee; today's generation of employees must be persuaded to action rather than ordered (Conger 1998). This assertion is congruent with the findings of Colon (2005) and Zemeke (2000), which outline the traits of Generation X employees and the Millennials. Both groups want better communication throughout an organization, value greater control over work, are more apt to challenge or question authority and do not support the notion of seniority or position authority as relating to expertise or accomplishment within a particular field.

Leadership for each generational group found within the workforce must be flexible enough to adapt to the differences amongst employee groups. In formulating specific leadership initiatives for each generational group, consideration must be given to each group's attitude toward leadership, hierarchical organizational structures, loyalty, and willingness or motivation to commit to an organization. By identifying the differences between generational groups, programs can be tailored to individual generational segments of the workforce. For instance, a program aimed at Baby Boomers may emphasize the expected outcomes and impacts of the program. The same program for Generation X employees would highlight the individual gain each could achieve through participation. While the program when presented to Millennials may want to outline how it will help them achieve their individual goals and provide a chance for them to highlight their creativity (Garcia 2005).

In summary, the presented literature emphasizes and highlights the differences amongst the generational groups found into today's workforce. It further stresses the importance that generational differences have on leadership in organizations in general and in the fire service. The fire service related literature displays how generational influences are beginning to be considered in structuring programs that will increase the effectiveness of their processes in the areas of recruitment and officer training. In addition, an organizations generational demographics must be considered in order to structure successful programs aimed at engaging employees in a manner that considers their personal values and other influencing factors.

Procedures

The process utilized in the preparation of this report began with a comprehensive literature review inclusive of fire service and non-fire service materials, which focused on areas associated with generational issues in the work environment. The Learning Resource Center

(LRC) at the National Fire Academy was the primary source for fire service related information and was utilized to perform a literature search. The results of the literature search facilitated a request for interlibrary loans through the City of Hialeah Public library system. Secondary sources included the Internet and Hialeah Fire Department library.

The search of the LRC produced Executive Fire Officer research papers that provided varying perspectives on the effect that generational issues are having within the fire service. A common set of research terms were used in gathering information from the various sources. These terms included “generation, generational, generational subgroups, and generational influence on leadership”.

In April of 2006, a letter (Appendix A) was sent to South Florida Fire Departments soliciting participation in a generational effects on leadership survey (Appendix B) to obtain information on the experiences of other fire service organizations and the traits of the new employees entering the workforce. The South Florida departments surveyed consisted of those located in Broward, Miami-Dade, Monroe, and Palm Beach Counties (Appendix C). The departments chosen are geographically proximate to the City of Hialeah and draw from the same pool of potential employees. The total population of this convenience sample was 48 with a return rate of 60.416 percent.

The survey consisted of 11 questions with 4 of the questions containing 38 sub-questions (Appendix B) designed to gather information on the demographics of the departments and communities served, response data, and the characteristics of employees found within each jurisdiction, as well as the actions departments had taken to account for generational differences among employees. The responses of each survey were tabulated and analyzed. The questions were based on the values and norm of each generational group, as identified in the literature

review. The answers were used to focus leadership techniques that would be effective for individuals employed in the South Florida area.

Limitations

The limiting factors of this research were that there was very little breadth of published information on the generational effects on leadership in the fire service. Given the unavailability of this information, a larger sample size for the administered survey could have provided better data from which to extrapolate the impact that new generations are having on the fire service.

Definition of Terms

Generation - A group of people born within the same time frames considered to have similar, norms, values or social attitudes.

Veteran or Traditionalists – are a generation of individuals born between 1925 and 1945.

Baby Boomers – are a generation of individuals born between 1946 and 1964.

Generation X – is a generation of individuals born between 1965 and 1981.

Millennials, Generation Y, or Nexters – are a generation of individuals born between 1982 and 2000.

Results

Research Question 1: What are characteristics and influencing factors of generational groups found in the modern workforce?

Four distinct generational groups characterize the modern workforce, each with its own set of individual traits and norms. Each group is also characterized by world events that influenced the make-up and outlook of each generational group. The four generational groups found in today's work force are the Veterans or Traditionalists born between 1925 and 1945, the Baby Boomers born between 1946 and 1964, Generation X born between 1965 and 1981, and

the Millennials born between 1982 and 2001 which are also known as Generation Y or the Nexters (Colon 2005, Zemeke 2000). Table 1 displays the characteristics and influencing factors for each generational group.

Table 1

Generations, Characteristics and Influencing Factors

	Veterans (1925 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1981)	Millennials (1982 – 2001)
Characteristics	Loyal	Optimistic	Disdain hard core work ethic	Hopeful
	Respect Authority	Value social standing	Value open communication	Value constant communication
	Work hard	Teamwork oriented	Independent	Better educated
	Dedicated	Consistency is important	Find self- fulfillment outside of work	Ambitious
	Patient	Value job security	Focus on personal development	Value diversity
Influential Factors	Great Depression World War II	Vietnam War Watergate, TV	Business downsizing, Two income households, High Divorce Rates	Technology, Gulf War, Economic growth

Note: From “The relationship between generational differences and conflict management styles in a telemarketing call center,”
by E. Colon, January 2005, p. 32 – 37, University of Phoenix.

Research Question 2: What experience do other fire service organizations have with a changing generational workforce and how have they addressed the challenges presented?

The research revealed that fire service organizations have considered the effect of generational influences on leadership and have recommend corrective measures ranging from sensitivity awareness programs to officer training (Lackman 2000, King 1999). The study also found that generational differences are causing fire service organizations to rethink their hiring practices and employee retention programs. As a result, a new focus has emerged on identifying the types of employees that are entering the workforce and altering existing programs to fit their

varied needs or desires (Rayon 2000).

In addition to the findings in the available literature, a survey of South Florida Fire Department Fire Chief's requested information on each organization's experience dealing with generational influences on leadership. A total of 30 (62.5% response rate) survey forms were returned; 30 (100%) of the respondents belonged to the Baby Boom generation and had a mean of 26.86 years of fire service experience. The Departments surveyed were predominately paid departments (77%) and served populations ranging from 6,500 to 1,700,000. Those surveyed were asked to compare the skill/experience levels of those employees currently being hired with those hired 10 to 15 years ago (Table 2).

Table 2

Skill/Experience Levels

	More	Less	Same
Reading	50%	17%	33%
Writing	47%	27%	26%
Math	47%	13%	40%
Education	93%	0%	6%
Communications	37%	20%	43%
Maturation	10%	67%	23%
Motivation	10%	70%	20%
Discipline	7%	83%	10%
Health/Fitness	80%	3%	17%

The survey assessed behavioral development and if more or less severe problems existed among today's workforce (Table 3).

Table 3

Behavioral Development

	More	Less	Same
Compliance with rules	50%	23%	27%
Respect for authority	50%	33%	17%
Racial/ethnic taunting	2%	73%	25%
Gender taunting	10%	77%	13%
Substance abuse	47%	10%	43%

The survey instrument also sought to gauge the interpersonal skills of today's employees compared to those who entered the fire service 10 to 15 years ago (Table 4).

Table 4

Interpersonal Skills

	More	Less	Same
Supervisors	17%	40%	43%
Co-workers	17%	27%	56%
Citizens/Customers	37%	20%	43%

The current entrants to the workforce were then compared with former entrants in the areas of personal characteristics (Table 5). The personal characteristics mirrored the individual attributes outlined in the literature review for each generational sub group (Table 1).

Table 5

Personal Characteristics

	More	Less	Same
Duty before pleasure	3%	94%	3%
Honor and integrity	7%	57%	36%
Challenge the system	80%	10%	10%
Dedication	3%	77%	20%
Live to work	3%	94%	3%
Optimism	23%	23%	54%
Team oriented	10%	50%	40%
Future oriented	40%	40%	20%
Process oriented	30%	33%	37%
Personal gratification	90%	7%	3%
Work to live	63%	23%	14%
Entitlement	90%	7%	3%
Minimalist	33%	40%	27%
Growth oriented	60%	27%	13%
Desire versatility	50%	27%	23%
Live in the moment	83%	3%	14%
Technology oriented	87%	7%	6%
Question authority	77%	3%	20%
Diverse	87%	7%	6%
Respect authority	10%	53%	37%
Demand respect	47%	17%	36%

Finally the survey asked four questions designed to elicit information on the steps or initiatives, which Departments have taken to address generational issues facing each organization and each individual's opinion on said issues. When asked if officer training was being conducted with consideration towards generational differences, 11 (37%) responded in the affirmative and 19 (63%) answered that no such programs existed. When asked if departmental procedures and/or policies had been modified to account for generational differences, 13 (43%) indicated they had, while 17 (57%) expressed no changes had taken place. The respondents were then asked if the understanding of generational issues was important to their organization's overall productivity, 25 (83%) reported that the topic was very significant, 2 (7%) reported that the issue was not significant, and 3 (10%) took a neutral stance. When asked to what degree generational differences were affecting the work place, 24 (80%) responded that they were having a very significant impact, 2 (7%) responded that the impacts were not significant, and 4 (13%) gave a middle of the road view.

Research Question 3: What generational subgroups are represented within the Hialeah Fire Department?

The research revealed that the department had undergone significant change over the last several years in regard to the generations represented within the Department. Currently, there are 3 (1%) members of the Department representing the Veteran generation, 119 (39%) representing the Baby Boomers, 170 (55%) Generation Xer's, and 14 (5%) Millennials (City of Hialeah 2006).

Research Question 4: What leadership techniques are best suited for each generational group within the Hialeah Fire Department?

The research found that two groups of employees predominate the Hialeah Fire Department, Baby Boomer and Generation X employees, with much small percentages of employees representing the Veteran generation and the Millennials (City of Hialeah 2006). The literature suggests that programs designed to develop result oriented interchange between generational groups, will prove the most successful (Garcia 2005). Some of the leadership

techniques that would be most successful with Baby Boomers would focus on:

- Teamwork and cooperation
- Enhancing skills
- Programs that would have a visible impact on an organization
- Health and fitness

While Generation X employee may be more motivated by leadership techniques that focus on:

- Consistent feedback
- Greater communication
- Coaching and training
- Opportunities to interact with upper management (O'Bannon 2001).

As the Millennials become more prominent, techniques tailored to fit their generational profile will have to be incorporated into department policies and procedures. These may include:

- Regular communication by many different medias such as. E-mail, interactive web sites, newsletters, focus groups etc.
- Employee recognition programs
- Career development or guidance
- Social interactions with all levels of organizations (Zemeke 2000).

Discussion

The results indicate that there are four distinct generational groups participating in the modern day work environment, each with unique wants and needs (Colon 2005). This is considered to be the widest variety of generational age groups ever represented in the American workforce (Zemeke 2000). With the diversity found in these group norms and influential factors at play, it is contingent on leaders in every type of organization to know and consider the ramifications that each generational group could have on the work environment.

The fire service is not immune from the influx of varied generational groups (Ezzie

1999). As generations age and new generations emerge to take their place, the fire service must be prepared to assimilate the new employees into each department's organizational culture. The tried and true methodologies of the past may put an organization's ability to compete for new recruits at risk (Rayon 2000). Not only can the recruitment process be affected, but retention and productivity could be impacted as well.

The survey instrument given to South Florida Fire Departments showed that in the categories designed to measure the traits of new employees versus those that entered the service 10 to 15 years ago, there is a vast difference among employee groups requiring consideration. With a better understanding of the various influences at work within each generational group, techniques to reconcile differences and increase cross-generational understanding can be achieved. The majority of those surveyed recognized the importance that generational influences play in the work environment, but have yet to incorporate programs aimed at reconciling generational differences.

The study found that the Hialeah Fire Department has been affected by the influx of new generations as well. In fact, given the department's recent attrition rates and the discovery that the majority of its employees are Generation Xer's, it becomes paramount that the department takes generational proclivities in to account. The research additionally highlighted that the department is foreseeing the future hiring of more Millennials and must also be prepared to adapt and/or modify policies and procedures to develop a work environment conducive to their success.

Finally, the research highlighted leadership techniques based on generational biases that could be used to increase employee participation, acclimation, and satisfaction within organizations (O'Bannon 2001). Given the traditional nature of the fire service and that it is a

paramilitary organization based on a hierarchical structure, leadership techniques that could serve to develop a better understanding of new entrants, would prove extremely utile in the assimilation of both the service to the new generations of firefighters, and the firefighters to the tradition rich fire service.

To summarize, the results reflect that the generations represented in the work environment present challenges to organizational leadership. The fire service in general and the Hialeah Fire Department specifically are not impervious to these effects. Leadership techniques that account for differences among generational subgroups are critical to the long-term viability of the Hialeah Fire Department.

The implication of this study for the Hialeah Fire Department can be significant. This study highlights the applicability of generational leadership techniques. Given that generational influences had not been considered in the formulation of programs and policies, the knowledge gained through this research will be critical to the present and future success of the Hialeah Fire Department.

Recommendations

The results of this research support the incorporation of generational leadership techniques into the everyday workings of the Hialeah Fire Department in order to incorporate a better understanding of current and future employees. Based on the foregoing information and results, the following recommendations are proffered for the success of the Hialeah Fire Department.

- The Department should immediately develop and incorporate a module on generational influences on leadership into its Officer Training program.
- The Department should evaluate the need for strict adherence to the established chain of command in regard to communication amongst its

members.

- The Department should review its hiring practices to see if they are too rigid as compared to the cultural norms of generations entering the workforce.
- An employee recognition program should be established to highlight and provide immediate and constant feedback to employees.
- The Department should make generational awareness an overarching goal in the establishment of new and review of existing programs in order to enhance the work environment and strengthen the organizations culture.

Finally, it is recommended that future research into generational leadership issues in the fire service should go beyond the scope of this project. New generations of employees will be constantly entering the workforce and it is contingent on fire service leaders to become knowledgeable in the means and methods of incorporating and motivating new generations toward the goals and objectives of their respective organizations.

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Appendix A

Generational Effects on Leadership Letter

April 24, 2006

Dear Chief _____,

The Fire Service in South Florida due to unprecedented growth and attrition of personnel has had a constant influx of entrants into the service. With this in mind I am conducting research into the generational influences on leadership within the fire service. This study is being conducted in order to enhance our department's understanding of the consequences of the changing generational demographics and provide effective leadership techniques toward motivating the modern workforce. This applied research project is being completed for the National Fire Academy course, Executive Leadership as par of the Executive Fire Officer Program. Enclosed, please find, a survey titled, "*Generational Effects on Leadership Survey*".

It is respectfully requested that you, or someone that you designate, take a few minutes to complete this survey and return it to me by May 26, 2006. I have enclosed a self addressed stamped envelope for your convenience. If you prefer, you may fax your response to me at (305) 883-5991 or e-mail it to me at odrozd@ci.hialeah.fl.us.

Thank you in advance for your efforts in completing the enclosed survey. If you make a notation on the survey form, and, include your name and mailing or e-mail address, I will be happy to provide you with a copy of the survey results once they are compiled.

Sincerely,

Otto Drozd III
Fire Chief

Enclosure

Appendix B

GENERATIONAL EFFECT ON LEADERSHIP SURVEY

For the purposes of this survey I am looking for members of the fire service who can compare employees currently entering the workforce with those who entered greater than ten to fifteen years ago. To participate in the survey, it is asked that your experience date back to the 1980s with employees of roughly the same age as those currently entering the fire service. Your subjective impression is being asked to evaluate similarly situated entrants to the fire service. All answers will be held as strictly confidential.

Please provide the following demographic information on your department.

- a. Population Served: _____
- b. Department Size: _____
- c. Type
 - i. Paid _____
 - ii. Combination _____
 - iii. Volunteer _____
- d. Service Area (Square Miles) _____
- e. Area Characteristics
 - i. Urban _____
 - ii. Suburban _____
 - iii. Rural _____
- e. Total Annual Responses _____

1. I was born in...
19_____.
2. I have been in the fire service for ____ years.
3. Compared with employees hired at least 10-15 years ago, are today's employees on average more or less skilled/experienced in the following categories?

	More	Less	Same
• Reading	1	2	3
• Writing	1	2	3
• Math	1	2	3
• Education	1	2	3
• Communications	1	2	3
• Maturation	1	2	3
• Motivation	1	2	3
• Discipline	1	2	3
• Health/Fitness	1	2	3

4. Compared with employees hired at least 10-15 years ago, do today's employees on average reveal more or less severe problems in the following areas?

More	Less	Same
------	------	------

- | | | | |
|--------------------------|---|---|---|
| • Compliance with rules | 1 | 2 | 3 |
| • Respect for authority | 1 | 2 | 3 |
| • Racial/ethnic taunting | 1 | 2 | 3 |
| • Gender taunting | 1 | 2 | 3 |
| • Substance abuse | 1 | 2 | 3 |

5. Compared with employees hired at least 10-15 years ago, do today's employees on average have better relations, or worse, with the following kinds of people?

More	Less	Same
------	------	------

- | | | | |
|----------------------|---|---|---|
| • Supervisors | 1 | 2 | 3 |
| • Co-workers | 1 | 2 | 3 |
| • Citizens/Customers | 1 | 2 | 3 |

6. Compared with employees hired at least 10-15 years ago, do today's employees tend to display the following personal characteristics or values?

More	Less	Same
------	------	------

- | | | | |
|--------------------------|---|---|---|
| • Duty before Pleasure | 1 | 2 | 3 |
| • Honor and integrity | 1 | 2 | 3 |
| • Challenge the system | 1 | 2 | 3 |
| • Dedication | 1 | 2 | 3 |
| • Live to work | 1 | 2 | 3 |
| • Optimism | 1 | 2 | 3 |
| • Team oriented | 1 | 2 | 3 |
| • Future oriented | 1 | 2 | 3 |
| • Process oriented | 1 | 2 | 3 |
| • Personal gratification | 1 | 2 | 3 |
| • Work to live | 1 | 2 | 3 |
| • Entitlement | 1 | 2 | 3 |
| • Minimalist | 1 | 2 | 3 |
| • Growth oriented | 1 | 2 | 3 |
| • Desire versatility | 1 | 2 | 3 |
| • Live in the moment | 1 | 2 | 3 |
| • Technology oriented | 1 | 2 | 3 |
| • Question authority | 1 | 2 | 3 |
| • Diverse | 1 | 2 | 3 |
| • Respect authority | 1 | 2 | 3 |
| • Demand respect | 1 | 2 | 3 |

7. Does your department provide its officers leadership training on how to motive the various generations of employee that could be found within the organization?

Yes	No
1	2

8. Has your department changed or adapted it policies and/or procedures based on the generational type of employee found within the organization?

Yes	No
1	2

9. In your opinion how significant is an understanding of generations within the workplace to the overall productivity of the organization?

Very significant			Not significant
1	2	3	4 5

10. In your opinion to what extent do generational differences affect the current workplace environment?

Very significant			Not significant
1	2	3	4 5

11. Please provide any comments that you feel are relevant to the generational effects on leadership in the fire service.

Appendix C

South Florida Fire Departments Surveyed

Chief Joseph Lullo
Broward County Fire Rescue Div.
2601 West Broward Blvd.
Ft. Lauderdale, FL 33312

Chief Steve Pollio
City of Coconut Creek
Fire & Rescue Dept.
4800 W. Copans Road
Coconut Creek, FL 33063

Chief Kenneth Land
City of Dania Beach
Fire Rescue Department
P.O. 1708 Dania Beach
Dania Beach, FL 33004

Chief Donald Haupt, Jr.
Coral Springs Fire Dept.
9551 West Sample Rd.
Coral Springs, FL 33065

Chief Otis Latin, Sr.
Ft. Lauderdale Fire-Rescue
528 N.W. 2 Street
Ft. Lauderdale, FL 33311

Chief Daniel P. Sullivan
Hallandale Fire-Rescue Dept.
121 S.W. 3rd Street
Hallandale Beach, FL 33009

Joseph Rohan, Act. Fire Chief
Hollywood Fire-Rescue Dept.
2741 Sterling Road
Hollywood, FL 33312

Chief Ian MacLean
Lauderdale by the Sea Fire Dept.
4501 N. Ocean Drive
Lauderdale by the Sea, FL 33308

Chief Ed Curran
Lauderhill Fire Rescue Dept.
1900 N.W. 56 Avenue
Lauderhill, FL 33313

Chief David Harlow
Lighthouse Point
Fire Rescue Department
3740 N.E. 22nd Avenue
Lighthouse Point, FL 33064

Chief Frank Porcella
Margate Fire Rescue
600 N. Rock Island Rd.
Margate, FL 33063

Chief James L. Hunt
Miramar Fire Rescue Dept.
14801 S.W. 27 Street
Miramar, FL 33027

Chief Donald Widing
Oakland Park Fire Rescue
2100 N.W. 39 Street
Oakland Park, FL 33309

Chief Robert Pudney
Plantation Fire Department
550 N.W. 65 Avenue
Plantation, FL 33317

Chief Bruce J. Moeller
Sunrise Fire and Rescue
10440 W. Oakland Park Blvd.
Sunrise, FL 33351

Chief Donald DiPetrillo
Town of Davie
Fire and Rescue Dept.
6901 Orange Drive
Davie, FL 33314

Chief Grier
Homestead A.F.B. Fire Dept.
CS/DEF
Homestead, FL 33039

Chief Floyd Jordan
Miami Beach Fire Dept.
2300 Pinetree Drive
Miami Beach, FL 33140

Richard P. Cook, Fire Chief
Coral Gables Fire Dept.
2815 Salzedo Street
Coral Gables, FL 33134

Chief Vito Splendorio
Pembroke Pines Fire Rescue Dept.
9500 Pines Blvd., Bldg. B
Pembroke Pines, FL 33024

Chief Harry L. Small
Pompano Beach Fire Rescue
120 S.W. 3rd Street
Palm Beach, FL 33060

Chief Jim Budzinski
Tamarac Fire Rescue
600 Hiatus Road
Tamarac, FL 33321

Chief John Gilbert
Village of Key Biscayne
Fire Department
560 Crandon Blvd.
Key Biscayne, FL 33149

Chief William Bryson
Miami Fire Dept.
1151 N.W. 7 Street, 3rd Floor
Miami, FL 33136

Herminio Lorenzo
Fire Chief
Miami-Dade Fire Dept.
9300 N.W. 41st Street
Hialeah, FL 33178

Chief Kippy Watson
Big Pine Key Vol Fire Rescue Dept.
400 Key Deer Blvd.
Big Pine Key, FL 33043

Chief Dan Cassel
Big Coppitt Vol. Fire Dept.
28 Emerald Dr. (MM#10)
Key West, FL 33040

Chief Sergio Garcia
Key Largo Vol. Fire Dept.
1 East Drive
Key Largo, FL 33037

Chief William Wardlow
Key West Fire Department
1600 N. Roosevelt Blvd.
Key West, FL 33040

Chief Clark Martin
Monroe County Fire & Rescue
490 63rd Street
Marathon, FL 33050

Chief Gregory Smith
City of Greenacres
Public Safety Department
2995 Jog Road
Greenacres, FL 33467

Chief Kerry B. Koen
Delray Beach Fire Rescue Dept.
501 W. Atlantic Avenue
Delray Beach, FL 33444

Chief Paul Blockson
Lake Worth Fire Rescue Dept.
1020 Lucerne Avenue
Lake Worth, FL 33460

Chief William A. Wagner III
Islamorada Fire Department
81850 Overseas Hwy.
Islamorada, FL 33036

Chief Dave Stark
Ocean Reef Dept. of
Public Safety
110 Anchor Drive
Key Largo, FL 33037

Chief Tom Cullen
Tavernier Fire Department
P.O. Box 301
Tavernier, FL 33070

Chief Stephen R. Rice
Belle Glade Fire Dept.
525 S.W. 2nd Street
Belle Glade, FL 33430

Chief Bruce W. Silk
Boca Raton Fire-Rescue Dept.
2333 W. Glades Road
Boca Raton, FL 33431

Chief William L. Bingham
Boynton Beach Fire Rescue Dept.
100 E. Boynton Beach Blvd.
Boynton Beach, FL 33435

Chief JD Armstrong
North Palm Beach Fire & Rescue
560 U.S. Hwy 1
N. Palm Beach, FL 33408

Chief Gary C. Burroughs
Pahokee Fire Department
171 N. Lake Avenue
Pahokee, FL 33476

Chief Herman W. Brice
Palm Beach County
Fire & Rescue Department
50 S. Military Trail, Ste 101
West palm Beach, FL 33415

Chief Peter T. Bergel
Palm Beach Gardens
Fire & Rescue Department
10500 N. Military Trail
Palm Beach Gardens, FL 33410

Chief Jay Pickens
Palm Springs Public Safety
230 Cypress Lane
Palm Springs, FL 33461

Chief Troy F. Perry
Riviera Beach Fire Rescue Dept.
600 W. Blue Heron Blvd.
Riviera Beach, FL 33404

Chief Michael Morris
South Bay Public Safety
335 S.W. 2nd Avenue
S. Bay, FL 33493

Chief Robert Ridgeway
City of West Palm Beach
Fire & Rescue Dept.
500 N. Dixie Highway
W. Palm Beach, FL 33401