

# **Values and Attitudes: Their Effects on Employee Retention**

Strategic Management of Change

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## ABSTRACT

The Libertyville Fire Department experienced a change in its work force in the last ten years. It went from a single station operation to three stations. A largely homogenous work force became more diversified in its demographic make up. In the last two years the work force formed the first labor organization, began a long and arduous negotiation process, and experienced a turnover rate of close to 25 percent. The purpose of this research project was to evaluate values and attitudes of the current members of the work force in order to ascertain whether there is a direct correlation to employee retention. The research used both historic and evaluative methodologies, including analysis of literature concerning attitudes, values, and employee retention as well as survey research. The following research questions were considered:

- 1) Have the values and attitudes of the Libertyville Fire Department changed significantly in the last 18 months?
- 2) Are there differing values and attitudes within different subgroups of the Libertyville Fire Department?
- 3) Are current values and attitudes effecting employee retention?

The research revealed that there was not an appreciable change in the values' however the questionnaire revealed a marked concern for labor/management relations. The study recommended a concerted effort on the part of labor and management to educate themselves on redirecting attitudinal values that will benefit the department and retention of employees.

**TABLE OF CONTENTS**

Abstract.....	2
Table of Contents.....	3
Introduction.....	4
Background and Significance.....	5
Literature Review.....	10
Procedures.....	17
Results.....	19
Discussion.....	30
Recommendation.....	33
References.....	35
Appendix A-Survey Instruments.....	37
Appendix B-Open Ended Survey Results.....	43

## INTRODUCTION

During the 1990's, the Libertyville Fire Department began to experience change. The once stable, homogeneous work force became diverse and young. The problem is since January 1, 2000, the Libertyville Fire Department has seen a 9% reduction in the work force and a 24% turnover rate of the membership..

The purpose of this research project is to analyze the current value system in the Libertyville Fire Department and to determine its possible influences on employee retention.. The research employed historic, descriptive and evaluative research methodologies. Literature regarding attitudes and organizational values was reviewed as part of the research effort. Department members were surveyed with an instrument that was employed in a previous study to ascertain whether there has been a change in the values of the membership.

The following research questions were proposed:

- 1) Have the values and attitudes of the current members of the Libertyville Fire Department changed significantly in the last eighteen months?
- 2) Are there differing values and attitudes within the various subgroups of the Libertyville Fire Department?
- 3) Are current values and attitudes effecting the employees retention?

## BACKGROUND AND SIGNIFICANCE

In December of 1990, the Libertyville Fire Department moved into two new facilities. These facilities replaced the single downtown station that the department had operated out of since the late 1940's. These buildings represented more than new structures. They represented a changing work place and work force.

In 1969, the Village of Libertyville was a small but active community of 8,200. This affluent community is located approximately 35 miles north of Chicago and 50 miles south of Milwaukee. The area surrounding the village was ripe for growth with acres of farmland bisected by a newly completed interstate. Small businesses and industry were targeting the area for future growth.

The Village of Libertyville made the decision to hire their first full time firefighter in 1969. An advertisement was placed in various publications. The ad was entitled, "FIRE CHIEF WANTED." The Village of Libertyville, Illinois (Pop. 8,200) is seeking a Director of Fire Safety who will become Full Time Chief of the Fire Department when the present Volunteer Chief retires in August 1969. Applicants must have extensive administrative and supervisory experience (Swan, 1985). From that ad, the transition from a traditional volunteer department to a full time department began.

During the next 21 years, the Libertyville Fire Department grew to one of prominence and leadership within Lake County, Illinois. By 1980, the department had grown to 18 full-time firefighters and one secretary. The staffing consisted of the chief, a deputy chief, three assistant chiefs, four lieutenants, and nine firefighters. The department was augmented by 23 paid-on-call

firefighters. Call volume was approximately 1300 calls annually.

In the mid 1980's the village authorized studies for the expansion and placement of new fire stations. It wasn't until 1987 that land was purchased and plans were drawn up for the two new fire stations. In 1991, the village closed the old downtown fire station and opened the two new facilities at remote locations north and south of the downtown area. The staff had grown to 24 full-time shift members. The village had committed to maintain 24 positions. This resulted in excessive overtime due to vacations, holidays, and sick leave. The department responded to these budgetary considerations by having paid-on-call members fill the positions vacated by full-time personnel in the evenings and weekends. This program, termed the sleeper program, helped to drastically reduce the quickly escalating overtime ticket. It also helped to reduce the number of hours for overworked full-time members.

By 1990, the population in Libertyville had grown to 19,174. Unincorporated areas of Lake County, the small rural communities of Green Oaks and Mettawa surrounding the village had also grown significantly. These adjacent areas, covering roughly 21 square miles, were protected by the Libertyville Fire Protection District as the result of a 40 year old contract. These areas continued to grow throughout the nineties, especially small industries and businesses. Many business and industrial parks were developed along the interstate that bisects the eastern part of the fire protection district. Corporate giants such as Abbott Laboratories and Motorola, Inc. built expansive campuses that brought an increase to the volume of traffic and day time population.

In 1998, the District, in its first capital venture, built its own fire station. This created a need for a new contractual arrangement, which was legally limited to a one-year term. The future relationship between the Village and the District was unclear. Because of the building of the new

station and the tenuous relationship between the Village and the District, it was decided that contractual firefighters/paramedics would be used. The rationale was that if the intergovernmental relationship dissolved, civil service employees would not have to incur layoffs, the pension levy would remain stable, and contractual employees would not compete with civil service employees for vacations or holiday leave and would not compete in the promotional process. Service to the district would be increased while the workload of the civil service staff would be reduced. The civil service employees would also see reductions in areas of fire safety inspections and public education programs which would be handled by the contractual employees. More important, the contractual employees would increase the initial response to fire and rescue efforts by 50%, thereby increasing safety and efficiency.

The makeup of the staff was also changing as rapidly as the landscape of the physical plants. The department was now more than twenty years old. Many of the original firefighters were approaching the age where they could consider retirement. This original group of individuals came from the existing volunteer department or had strong ties to the community and the surrounding area. This homogenous work force had served the community well and was now ready to reap the benefits of retirement. The new group of firefighters was unique in the fact that many of them had little knowledge or ties to the community that they were choosing to serve. Many of the new firefighters came from surrounding counties. They had little training and were unaware of the culture of the Libertyville Fire Department.

In 1995, the only fire chief that the department had known, retired to his home community. His replacement was a gentleman with 23 years of experience on the department, the last 15 as the administrative assistant chief. Within three years, his entire staff consisted of men

who had grown up in the department, but who collectively did not have more than three years of experience at any one of the lieutenant or assistant chief positions. By the year 1998, more than 60% of the workforce had been hired after 1991. With call volume growing each year and the staff trying to maintain training requirements, fire inspections levels, and public fire safety programs, the demands began to take its toll on the officers and the firefighters.

In 1998, while the firefighters quietly accepted the fact that a third new station in the district would be manned by contractual employees, below the surface, there was discontent among the troops on two fronts. The first came to light with isolated incidents of harassment of paid-on-call (POC) members. The full time members that were new to the department failed to see the budgetary necessities for the “sleeper program” and became irritated that they were losing overtime. Ill-advised practical jokes were played on the POC’s in an attempt to make them feel uncomfortable. Verbal assaults became more numerous and the term scab was used to identify a POC who would take a sleeper assignment. Many of these events went unreported to the administration as the POC’s attempted to find a way to fit in with the new and younger work force.

The second cord of discontent was the concern among the troops that the contractual employees might eventually replace them. Despite repeated reassurance by the administration that this was not the case, the firefighters went out of their way to isolate contractual employees. Distrust was beginning to build between the firefighters and the administration.

The administration maintained its position on the sleeper program assuring the village board that this was a program that was saving more than \$100,000 annually in overtime cost. The village concurred and gave its approval. The village was also not in the position to hire firefighters for the new district fire station. Therefore, the idea of the district reimbursing the



village for the contractual firefighters made good sense from a budgetary standpoint. The year to year contract that the village maintains with the fire district still specifies the use of contractual employees.

By 1998, the firefighters had already expressed their displeasure with the sleeper program and the use of the contractual firefighters. The workforce was younger and more demographically diverse. They were becoming more difficult to manage. No longer was there a feeling of service to the community but rather a feeling of a service to ones self. The number of discipline cases rose dramatically. The result, in March 1999, was a vote by the membership to organize under the banner of the International Association(IAFF).

In 1999, as part of an Executive Fire Officer project, the chief of the department, Robert Zamor, wrote a research paper on the values and attitudes of the fire department in an attempt to create a mission value statement. The efforts of the paper were not received favorably by the newly elected officers of the IAFF. In the 27 months following the recognition of the union, many of the career, paid-on-call, and contractual members left the organization. In the last eighteen months the department has seen a 9% reduction in its total workforce and a 24% turnover rate. The newly formed union blamed the administration of the department and the village.

During the last 27 months of negotiations, the village has frozen the wages of the firefighters, a practice consistent with that employed during police negotiations. These months of negotiations have been contentious and have created an adversarial relationship between the department administration and the union hierarchy. In the last two weeks a tentative agreement has been reached by the two parties. The future of the department now rests with the interpretation and application of the contract. Values and attitudes espoused by the membership

of the department 18 months ago may have been altered by the negotiation process or by the simple fact that we have a new group of employees that have been hired since the beginning of the new millennium.

This research project addresses the concerns of the high turnover rate among the various subgroups of the department. In particular, it is concerned with the attitudes and values and the impact that they may be having on retention in the work place. This research project will, in fact, use measurement instruments consistent with those used in prior research projects to compare and contrast the values and attitudes of the existing work force with those of the past. It will also employ additional instruments to help delineate the current values and attitudes of today's work force. The results of this study will help to analyze the change management techniques that need to be employed as taught in the Strategic Management of Change course given at the National Fire Academy.

### **LITERATURE REVIEW**

“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what others think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company, a church, a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past, we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you, we are in charge of our attitudes.”

( Anonymous, 1999)

Are attitudes the same as values? Are values the same as attitudes? A value is something that is considered “worthy of admiration and esteem” (Sudo, 1999, p.2). Attitudes are patterns of thinking formed over a long period of time (MacDonald, 2001, p.15). To that end, Stephen R. Covey speaks about multiple, central values in life. He references Victor Frankl, who suggests that there are three central values in life; the experimental, or that which happens to us; the creative, or that which we bring into existence; and the attitudinal, or our response in difficult circumstances. Covey goes on to argue “that the highest of these values is attitudinal in the paradigm or reframing sense.” To put this another way, what matters most to us is how we respond to what we experience in life (Covey, 1989 p.74). Therefore, one may conclude that attitudes can formulate or be part of our values, but values are not necessarily attitudes.

Walsh tells us that a fire department value system grows out of what is considered to be appropriate and inappropriate behaviors (Walsh, 1998, p.29). Likewise, Covey also tells us that attitudes and behaviors grow out of assumptions or the way we see things. The way we see things is the source of the way we think and the way we act.

If there is a declining value system in the work place, one has to then identify what the past values were. In Zamor’s study of 2000, he states, “the department has undergone incredible change over the last five years and the pace of change continues to increase. By developing a compass by which a diverse workforce can direct a unified and concerted effort, the department will regain the momentum it once enjoyed”(Zamor, 2000, p. 28). But this has not happened. With the increasing number of employees leaving the workplace, one must reexamine the researched values. Zamor(2000) also suggests that a team should develop an evaluative instrument to measure the values and mandates provided by the external stakeholder.

Even if the instrument that Zamor suggests is successful in identifying a declining value system, one still has to understand why people deviate from what they value or know to be right. If there is a trend to indicate a retention problem, then the employer must understand the cause. Marnie Green writes that the public sector employee is coming into the work environment with changing worker beliefs, wavering values, and striking demographics that are altering the face of the government workshop. These changing perspectives have led to new expectations of what the employer is suppose to provide. Green goes on to identify four trends in the work environment that have reshaped the work place and has forced the employer to reexamine traditional practices. Green's four trends are; shorter careers, increasing acceptance of technology, increased demands for learning at work, and an increased focus on a lifestyle(Green, 2000, p. 435)

The subject of shorter careers is contradictory to the traditional public sector employee. A typical career path in government has been made predictable by pension programs and loyal workers. In today's environment the work place is seeing an increase in independent thinking among the younger workers. Green writes that the 20-year career may have been morphed into a 20-month skill-building process. Also the worker is entering the workplace more prepared, thus demanding pay that is above the entry level. These forces are causing the public sector employers to realize that the workers being hired today are not likely to remain until retirement 20 to 30 years later. In fact, Green theorizes that the concept of "retirement" may be a thing of the past and replaced by self-driven investment opportunities that allow workers to take their savings with them from employer to employer. Free agency may be coming to the public sector sooner than we think (Green, 2000).

Technology is constantly changing the way we do business. With the explosion of technology in the work place has come the new related issues in communications and employment relationships, and trust all which have related values and attitudes. For example, computer security and Internet access is becoming more of a concern as organizations deal with inappropriate use, viruses and hackers (Green, 2000). This has also become a concern at Libertyville Fire Department as an inordinate amount of time was spent on recent labor negotiations on computer use, Internet access and use of personally owned games on department computers.

Green also acknowledges the need for increased training and development in the work place. Today many of the workers interviewed in public and private sectors want to know what the employer will do for them to help them achieve their goals. This is important in the employer's attempts to attract and retain the top recruits (Green, 2000)

Finally, Green tells us that an increased focus on work/life balance and lifestyle leads many organizations to look for new ways to satisfy employee needs. The public sector has turned to expanded benefit packages to help retain the employee. New benefits such as adoption aid, educational packages, and expanded health benefits have become common place as the employer attempts to stay competitive (Green, 2000)

The four trends that Green identifies have helped the employer retool traditional employment practices, but do not take into account other workplace behavior, attitudes and values that may affect employee retention. For example, McLaughlin writes that one may be having difficulties retaining talented workers because of a bully on the staff. McLaughlin goes on to point out that bullying differs from tough and fair management because a bully's tactics is

completely unrelated to work. Eight-one percent of bullies are bosses with the power to terminate and bullying is four times more frequent than illegal discriminatory harassment. This will lead to a less productive worker, a worker who is suffering from severe anxiety, lost concentration and sleeplessness. The employee will leave if this becomes an ongoing issue (McLaughlin, 2001).

But the bully tactics are not relegated to supervisory personnel. Bullying in the fire service has been of two types. The first being, intimidation, threats and discipline by managers. The second is bullying within groups which is considered more damaging. This is compounded by the acceptance of this practice by a male dominated culture(Archer, 1999).

Incivility in the work place is also on the rise. Rudeness and a general disregard for co-workers can lead to behaviors that may be subtle and unthreatening or aggressive and violent. Muir writes that just one particularly loathsome incivility can escalate to more serious insults and perhaps even physical responses (Muir, 2000).

Bully tactics in the fire service may not be an organizational culture. It may be individualistic in nature. Wrong doings may stem from the noncompliance by rebellious individuals. It is, therefore, the employer's responsibility to institute a moral workplace (Gibson, 2000).

MacDonald(2001) writes that rebellion against proper authority can bring devastating consequence. He teaches us that we all have had rebellion in our hearts and have chosen not to do what is right. Rebellion is an attitude. It can affect the home, church or marketplace. Rebellion is knowing... but not doing: "I won't. I know I should, but I won't! You can't make me!

MacDonald recognizes six sources of rebellion: jealousy, delusion, ungratefulness,

stubbornness, disappointment, and distrust. Each is an attitude, an attitude which leads to rebellion. Jealousy is about control. If you set your eyes upon those in who have been placed in authority by saying, "I should be the one in authority," that's jealousy. Delusional attitudes may be of those who covet the positions of others, not really recognizing all that is involved. If one starts to think that they deserve a position or can demand it, then you may be ungrateful. If you are not flexible and are hard to agree with then you may be stubborn. Stubbornness may take you a long way in your career, but it is a weakness and it will hurt you. Disappointment is the fifth source of rebellion. You may be disappointed with your employer, spouse or teacher, but one must find a way to be under authority. Disappointment with others is one of the things that fuels rebellion. Finally, distrust is the final source of rebellion. Once you stop trusting your employer, and trust is gone, rebellion is on the way (MacDonald, 2001).

MacDonald goes on to point out that rebellion does have consequences. Leadership withdrawal, innocent people being injured, and the spread of a non-cooperative attitude among the troops are just a few of the consequences. MacDonald professes that to change a rebellious attitude you must replace it with an attitude of submission. MacDonald states; "Submission, when properly understood and applied, replaces the pain and strife of rebellion and greatly increase human happiness"(MacDonald, 2001, p.195). To submit is a military term that means to place you under established authority. It means to operate within the chain of command.

Retention problems may also be caused by the inability to blend a multi generational work force. With four distinctive generations, the traditional generation, baby boomers, generation X, and the new millennium, combining to make up the work force, there are four distinctive sets of values and attitudes. Today's new employee is coming mainly from the Generation X. This generation is characterized by single parent homes, "Latch Key Kids," a

changing educational system and fast advancing technology. Many of our Generation X'ers spent a lot of time on their own. They grew up in an individualistic atmosphere that did not stress the team concept. This differs drastically when compared with the Traditional Generation, and the "Baby Boomers". Those generations stressed team concept and creating a better quality of life. Successfully blending these generations has proven to lead to better employee retention and employee performance(Vardallas, Johnson, 2001).

Gary Briese, president of the International Fire Chiefs Association, states that there are five things that drive young employees crazy. They are, micro managing, failure to give feedback, ignoring employees' opinions and ideas, overlooking unacceptable behavior, and allowing the work place to be disorganized. He states that in order to be a successful leader one must realize five key elements. First, understand that leadership is not power but influence. Second, listening is a powerful and persuasive skill that all leaders should possess. Third, use the power of genuine praise and encouragement. Fourth, train your employees in the human skills and knowledge they need to do their jobs and fifth, be sure to practice in reality what you learn in theory(Briese, 2001).

In summary, values and attitudes do play an important role in employee retention. But there are other factors that can also be attributed to employee defection or retention. Retention of the employee can be traced to many different successes and failures. It can be traced to the organizational values and attitudes that are present in the work place. It can be the result of an over zealous supervisor who may bully the worker or a fellow worker who may harass or bully the co-worker. It may also be the result of benefit packages or wages that are not competitive



with other agencies. Surveys and questionnaires can be helpful in determining values that may have decreased over a period of time. But if the values of the department have decreased, then the underlying factors must be identified in order to correct the deficiency.

## **PROCEDURES**

The first stage of this research paper was to review the literature on various aspects of employee retention, values, and attitudes. The articles for this review were obtained in part from various periodicals and Executive Fire Officer papers housed at the Learning Resource Center of the National Fire Academy. These resources were searched in person during January 2001. Additional articles and books were reviewed from the author's private library. Finally, additional articles for this review were obtained from the Info Trac 2000 Database, a computer database of periodicals, magazines, and newspapers published from 1995 through the present. Access to the Info Trac 2000 Database was made through the Internet access and subscription of the Cook Memorial Library in Libertyville, Illinois during the month of May 2001. The books and articles identified during these searches were reviewed for their applicability to the literature and results section of this research paper.

The second stage of the research procedure for this project was the administration of six surveys to the full-time, uniformed employees and the paid contractual employees of the Libertyville Fire Department during the month of May 2001. The Libertyville Fire Department works a 24/48 hour work schedule so that by administering the surveys on consecutive days most of the employees could be surveyed in a short period of time. As some key personnel were on vacation, this period was extended for some shifts in order to get a representative shift sampling.

Some members who were not available during the times that surveys were being administered did not participate in the surveys.

Three of the surveys used were employed by Chief Robert Zamor in January 2000 as part of his research for an EFO project. These surveys were provided in the National Fire Academy Strategic Planning text by Fire Chief Mark Wallace. In one survey the employees were asked to rank order a list of values. The second survey was an open-ended questionnaire derived from the same source and requiring a written prose-style response. The final survey in this group was similar to the first, but some of the variables were inserted by Chief Zamor to measure responses to values and specific interests within the Libertyville Fire Department. These surveys were used in order to compare and contrast any meaningful change in the values for the membership in the last 18 months.

A second set of surveys was also administered. The surveys were taken from a similar paper on organizational values by Chief Michael Drumm of Markham, Illinois. Chief Drumm employed his survey as part of his EFO research project for Executive Planning in March 2000. In the Mitchell Value Instrument the employees were asked to indicate a numerical unit of measurement from 1-8 on certain values as they pertain to life and their personality. The second survey was an open-ended survey that asked the employees to rank order values as they pertain to their personal, and professional life. The final survey administered was the Rokeach Value Survey. This survey asked the employee to rank order 18 items that were value oriented goals.

A copy of all six of these instruments is provided in Appendix A. In addition, some copies of the responses to the open-ended surveys are included in Appendix B. Even though the surveys were answered anonymously, responses were grouped by shift and by officer/civil service firefighter/contractual firefighter categories of purpose of analysis.

There were several limitations with these procedures. First, the sample size was small due to the size of the department. This leads to suspect analysis. Second, because of an ongoing labor/management struggle, certain members of the department refused to fill out survey for fear of reprisals. There were also a small number of surveys that were spoiled due to the person not filling it out correctly. Third, according to Zamor's first study, the aggregation of an individual values and subsequent assertion that these are organizational values, is suspect. An organization is not simply the sum of its parts, nor do all organizational values originate from within (Zamor, 2000).

## **RESULTS**

At the beginning of this research project, four research questions were identified.

The results of the research are:

- 1.) Have the values and attitudes of the current members of the Libertyville Fire Department changed significantly in the last 18 months?

In February 2000, Chief Robert Zamor of the Libertyville Fire Department conducted a series of surveys as part of his Executive Fire Officer project. These surveys were to help him delineate the values of the department in an effort to formulate a mission statement for the department. In the next 18 months, the department experienced their first labor contract negotiations, an extensive unfair labor practice suit, and a number of members leaving the organization. As a consequence of these events the department has seen nine full time members leave the department and six new employees hired in their place. The department is still operating three men short of a full compliment.

The surveys that were administered in the prior study were administered again. This time it was not the intent of the surveys to develop a mission vision statement, but to compare the department values to see if there had been any significant changes. In the Zamor study, the surveys revealed that job security ranked first, good wages second and good working conditions ranked third in what the civil service firefighter valued the most. The study indicated that help with personal problems was last in their priorities, tactful discipline was second to last and third from the bottom was personal loyalty to the company (Zamor, 2000).

Using two survey instruments from Wallace, and a questionnaire from Wallace this research project was able to determine a new set of values from the Libertyville Fire Department. Table 1 compares the rank order of the ten values in the Wallace Survey. It also records the most recent average score assigned to each value. This was done by assigning a numeric value of rank order, multiplying that number by the number of employees choosing that rank order, then by summing the products, a total was calculated. Dividing the totals by the number of respondents gave an average. For example, assume five employees all assigned a value as the third most important. The value three, is multiplied by the five employees, renders a total of 15. Dividing by five employees renders an average of three (see Wallace).

Also, table one gives the rank order that was assigned by Zamor in 2000 with the most important value receiving the lower numerical value. This can then be compared to the most recent findings in the adjacent column.

The most recent survey indicated that the civil service firefighters and the department as a whole did not have a significant change in the top two values. There was a significant change in how the civil service fire fighters and the department as a whole felt about wages. The value index for wages fell two places in the civil firefighter survey and it fell to sixth overall for the

department. This result is curious in that during the recent labor negotiations, wages were a major topic. It was also the union's claim that, because of noncompetitive wages employees were looking for work that offered better wages. Their claim was that a weak pay scale was one of the reasons employees were leaving for other departments.

Another curious result of this survey was the fact that tactful discipline, value six, fell four places on the civil service firefighter survey and two places on the department survey. By dropping tactful discipline to eighth in overall importance, the civil service fire fighters are contradicting what they have been claiming in their negotiations. This is also supported by a 68 counts unfair labor practice filed by the union last summer. The ULP was filed by the union hierarchy and was not made known to the membership as a whole.

Also, as the literature supported in many instances, communication is necessary for an effective organization. Yet the value number two, feeling "in" on things, fell two places among the civil service fire fighters and fell one place overall.

Job Factors: Comparison Study- By Position												
Values	Officers (8)			Civil Service FF/PM (15)			Contractual FF/PM (6)			Department Total		
	Avg	Rank 06/01	Rank 02/00	Avg	Rank 06/01	Rank 02/00	Avg	Rank 06/01	Rank 02/00	Avg	Rank 06/01	Rank 02/01
1	6.26	7	4	4.96	4	2	5.0	6	2	5.41	6	3
2	6.7	8	8	7.5	9	7	7.3	8	6	7.16	8	7
3	4.53	4	1	2.36	1	2	3.0	2	3	3.29	1	2
4	6.0	6	3	3.93	3	3	2.83	1	4	4.25	3	4
5	3.63	2	5	5.83	5	6	3.66	3	5	4.37	4	5
6	5.2	5	9	6.56	8	4	6.5	7	10	6.01	7	9
7	7.66	10	10	8.7	10	9	8.66	9	9	8.34	10	10
8	3.86	3	6	6.36	7	8	4.5	5	8	4.9	5	8
9	3.3	1	2	3.73	2	1	4.33	4	1	3.78	2	1
10	7.63	9	7	6.36	1	5	9.16	10	7	7.71	9	6

**Table 1.**

While job factors can tell us about the work force, we can also learn from the personal values that the members have. Table 2 addresses this in a manner similar to that of Table 1. From this survey we can see that there is a consensus among the three sub groups. All groups agreed that family and friends are the most important activity in their lives. There was consensus in the importance of being a team member, having professional pride, and contributing to the community. But, the one activity that shows a marked difference is recreation. The civil service fire fighters and the contractual fire fighters were in agreement as to where that particular activity played into their lifestyle. Conversely, the officers of the department rated recreation so low that it dragged down the overall result to ninth out of ten. Many factors may play into this

item, such as age, family responsibilities, work demands and responsibilities, but the fact remains that both groups of firefighters had differing views on recreation and their personal values.

Table 2 also brings out an interesting point in that the contractual and the officers of the department reached a consensus on the values of responsibility, but the civil service fire fighters showed little regard for this item as they rated it eighth overall.

<b>Personal Values Activities</b>						
Values	Officers(8)		Civil Service FF/PM		Contractual FF/PM	
	Average	Rank	Average	Rank	Average	Rank
1	5.43	3	3.16	2	3.83	3
2	6.11	8	4.75	4	4.83	5
3	6.11	7	7.41	9	6.0	7
4	9.0	10	8.56	10	9.5	10
5	2.77	2	4.5	3	5.33	6
6	1.0	1	1.33	1	2.0	1
7	5.61	5	4.91	5	6.33	8
8	5.83	6	5.75	6	8.83	9
9	7.74	9	6.08	7	4.66	4
10	5.61	4	6.5	8	3.66	2

**Table 2.**

It would appear that the values of the department have not changed significantly since the Zamor study. It is indicated that there has been some movement among some of the values, such as wages. In Zamor's original study that may have played a significant part in an employee's decision to stay or move to another department.

Rokeach Terminal Values							
Values	Officers	Rank	Civil ServiceFF	Rank	Contract FF	Rank	Department Rank
1	13.5	16	11.07	12	5.3	3	9.96 (10)
2	2.0	1	1.94	1	1.83	1	2.06 (1)
3	5.16	3	5.62	3	6.5	5	5.71 (4)
4	13.0	15	7.95	6	9.33	9	10.09 (11)
5	4.33	2	6.61	4	6.5	4	5.31 (3)
6	5.83	4	4.24	2	5.0	2	5.02 (2)
7	10.16	11	10.69	11	7.0	6	9.28 (8)
8	11.83	12	13.285	15	9.5	10	11.53 (13)
9	12.16	14	14.52	18	12.0	14	12.89 (16)
10	8.33	7	6.91	5	9.5	11	8.24 (6)
11	8.33	8	10.19	9	8.83	7	9.22 (7)
12	10.0	10	10.32	10	11.66	13	10.66 (12)
13	7.5	6	13.54	16	13.83	16	11.66 (14)
14	7.16	5	8.52	7	8.83	8	8.17 (5)
15	17.16	18	14.04	17	17.16	17	16.12 (18)
16	9.5	9	8.79	8	11.0	12	9.76 (9)
17	13.83	17	11.55	14	17.33	18	14.23 (17)
18	12.16	13	11.42	13	12.5	15	12.02 (15)

**Table 3.**

2.) Are there different values and attitudes among the different subgroups of the department?

Table 1 and Table 2 offered that there is a general consensus among the officers, civil service firefighters, and contractual firefighters on certain items. But, as it was noted, there are some discrepancies on some significant items. This is further illustrated in Table 3 and Table 4



which deal with the Rokeach Values Survey and the Mitchell Values Survey. Again, these two surveys are remarkable in their similar results, but they do have some noticeable differences in how the civil service fire fighters felt about certain items as compared to contractual fire fighters and officers.

In the Rokeach survey the employee was once again asked to rank order 18 values. The sum of the value was divided by the number of respondents to gain the numerical value assigned to that particular value. A copy of the survey is included in Appendix A.

Two of the values that draw particular attention are value number 4 which deals with equality and value number 13 which deals with a prosperous and comfortable lifestyle. There is a wide range in how the officers of the department ranked these two values as compared to the civil service fire fighters. The fire fighters ranked, being equal, as the fifth most important while the officers ranked it fifteenth. The wide range could be attributed to many factors or attitudes. The fire fighters may be exhibiting an attitude of selflessness, delusion or a want of the position. They may be rebelling against the paramilitary structure of the department. It may also be a generational issue that is becoming more prevalent in our society today.

On the other hand, a comfortable life style does not seem to be a desire of the fire fighters, civil service or contractual. Both rated this as a low priority while the officers rank it much higher. This may be attributed to a more mature sampling of the officers as opposed to a much younger responding group of fire fighters. But, it is also a curious point as once again this was a point of contention with the union in recent negotiations. They lobbied for an expanded living area that would allow the fire fighters a greater choice of housing for their families. They have historically chosen to live in surrounding communities that allowed them to buy new homes in upscale developments. The action of the civil service fire fighters seems to contradict the

response that they elicited on the survey.

Finally, the Mitchell Value Instrument was administered in an attempt to identify common values or areas of differences among the three subgroups. The survey used a slightly different approach in that the respondent was asked to complete a sentence with a predetermined phrase and then rank the sentence on a scale of one through eight, with one being on the low end of the spectrum and eight being a positive response. They were also asked to rank five statements in a similar manner. A copy of this survey is included in Appendix B.

The results of this survey were not conclusive and showed a consensus on most items. An average response to each item for the three subgroups and the department are found in Table 4.

The final two surveys were open-ended questionnaires. The questionnaires are included in Appendix B of this report. The responses were reviewed and categorized. The responses in the Organizational Change Model questionnaire showed an overwhelming consensus to serving the community, professionalism and treating co-workers with respect among the officers and the civil service fire fighters. The contractual fire fighters agreed in part with those responses but added that they like being treated well by the officers and serving the community. It was in the second question that the three groups diverged themselves. The officers drew attention to attitude problems and attempting to mend fences as the primary things that needed to be addressed in a change management situation. The civil service fire fighters overwhelmingly wanted an end to the

<b>Mitchell Value Survey</b>				
Value Statement	Officer Average	Civil Service FF/PM Average	Contract FF/PM Average	Department Average
1	6.72	7.4	7.0	7.04
2	6.5	5.34	6.3	6.04
3	5.11	6.15	6.0	5.75
4	3.1	3.09	4.16	3.45
5	5.5	7.26	6.83	6.53
1	7.5	7.75	7.66	7.63
2	2.76	3.9	4.0	3.55
3	6.56	6.96	6.1	6.84
4	5.48	6.58	6.3	6.12
5	3.1	3.16	4.16	3.47
6	6.2	6.26	5.33	5.93
7	6.53	7.14	7.0	6.89
8	6.23	5.37	5.16	5.58
9	4.86	6.06	5.16	5.34
10	6.7	7.21	6.67	6.86
11	7.38	7.18	6.83	7.02
12	6.38	6.42	6.33	6.37
13	6.46	6.85	6.33	6.54
14	4.53	4.98	4.83	4.78
15	4.55	4.35	5.16	4.68
16	3.0	5.12	4.83	4.31
17	5.23	5.46	5.16	5.28

**Table 4**

labor/management dispute and wanted the personalities of some of its members changed. It should be pointed out that the two ranking members of the Union were outwardly defiant during the administration of these surveys with one member refusing to partake in three of the surveys and the other mockingly writing down an answer pleading the 5<sup>th</sup> Amendment. The contractual fire fighters were looking for more acceptance with their inclusion in more activities.

The Values Scan, which was employed in Drumm's study, asks the respondent to list five values that they hold in their personal life, work life and values they hold when serving the public. They are asked to list these in rank order. A copy of this survey is also included in Appendix B. In this open ended survey there is again a great consensus in listing honesty as a value in all three categories that the three subgroups agree upon. It is interesting that only the officers and contractual fire fighters list religion or a belief in religion as a value in their personal lives.

The question of whether there are differing values and attitudes within the various subgroups can then be answered with a positive response in most cases. There are examples throughout the surveys that do suggest that there are points of differences in the values of the subgroups. These values in some cases are notable in that they do address major life and job issues such as wages, living restrictions, religious beliefs and working conditions. But the values do not always translate into good or positive attitudes as exhibited by the union hierarchy when asked to partake in an exercise to help a co-worker complete a project to help improve himself, his career and the department. It is one more important to "walking the talk" than just "talking the talk."

### 3) Are the current values and attitudes affecting employee retention?

Since Zamor's original study, the Libertyville Fire Department has seen many of its

younger members resign to pursue careers with other departments or attempt to find happiness with a new vocation. The department has seen ten members resign since the birth of the union and eight of those members have left since January 2000. Although no formal exit interview procedure exists for the village, it was offered to many of the men who left. Of the ten who left, they did offer these explanations: two left to pursue positions in their hometown department for which they had also served as paid-on-call members; two left in search of new careers; five left to take a position with other departments which they claimed paid more in wages than Libertyville; one member left to take a position with a department in Florida only to call and request his old position with Libertyville two weeks later.

The paid-on-call membership has also seen membership decline with four members leaving the department citing family and primary job obligations as the reason they left.

The contractual fire fighters have seen a continuous turnover in their ranks due to wages not being competitive with full time department positions. These members also seem to be young men learning their trade and looking for a way into the fire service. They use the contract company to gain necessary training and experience and when the opportunity knocks, they answer. The contract company has seen seven of its original nine members take positions elsewhere.

Given this information the value that seems to be foremost in the minds of the fire fighters is the issue of wages. The literature also makes it clear that there may be new values and attitudes in the new generation of workers that suggest that they may only stay in entry level positions or department for a short period of time before looking for new pastures.

For a period of 28 months the civil service fire fighter did not receive annual raises

afforded other village workers. This was because the village froze the wage scale at the beginning of the negotiation process, a practice that had been used in the past with the police department. The civil service fire fighters knew this going into the negotiation process. This may have had a detrimental effect on the membership as they saw a long and drawn out process. The wage freeze may have played some part in the five members who left to join other department. Their exit comments to this subject are the only evidence that supports this theory. In fact, if one is to review those survey instruments of the current membership, wages are not a value that is held in high esteem by the civil service membership. This is contradictory to what is being told to the village and department administrations.

There may be other values or attitudes that may be affecting employee retention. Attitudes were mentioned by several members the open-ended survey (see Appendix A). They were in hopes that some department members would change their attitudes. The officers of the department were also mentioned in the same surveys. Some members were looking for more leadership and communications and less micro management.

These values and attitudes may have led an individual to consider more closely job offers from other municipalities. It may have been a deciding factor when an individual was weighing the aspects of two departments.

## **DISCUSSION**

The historical analysis and the research suggest that there may be more than meets the eye. Covey teaches us that there are three central values and, of these, attitudinal values may be the most important. Attitudinal values are those responses we may have to difficult circumstances. They are how we respond in life's circumstances (Covey, 1990).

In the last ten years the Libertyville Fire Department has experienced a great change process. Moving into a second generational work force that has little connection with the community has been just one aspect of this change process. This second generation of the work force at Libertyville Fire Department may also be a product of the Generation X or the New Millennium worker who may have different work ethics than those of their supervisors. This inability to blend in multi generational work forces may have a negative impact on employee retention (Vardallas, Johnson 2001).

But, the study that was conducted in conjunction with this research project suggested that the values have changed little since January 2000. The instruments used were limited and lacked sensitivity to values that could assist resolving a number of issues like retention of employees or labor/management relations (Zamor,2000).

What the study failed to do was to address an obvious discord that existed in the work force. This was brought out in the open-ended surveys where responses such as; “fire the chief,” or, “ the attitudes of some employees have to change”were made. This is also supported by the fact that union officers openly were defiant of completing the survey in front of other department members. This attitude can best be described as rebellious in nature. MacDonald says it best when he describes rebellion as, “I won’t. I know I should, but I won’t! You can’t make me”(MacDonald,2001). This rebellious attitude can be detrimental to the work force in many ways. It can cause leadership withdrawal, which will cause a lack of communication with the work force. Gary Briese, President of the International Association of Fire Chiefs states that communications are necessary to be a successful leader (Briese, 2001). But, if an organization is experiencing leadership withdrawal due to a rebellious work force, then the organization is left between a rock and a hard place. It must find common ground on both sides in order to exist in

today's work environment. The resulting culture is a work environment that can be contentious in nature. Studies have indicated that culture is a critical factor that influences the prevalence of lifetime employment in our society (Arai, 1998). Arai goes on to teach that productivity in the work place is dependent upon cooperation and that lifetime employment is an institutional method of promoting cooperation (Arai, 1998).

The open-ended surveys indicated that there may be a certain distrust between labor/management and even within the ranks of labor itself. Whether this is an attitude that is prevalent throughout the organization or one that is individualistic, there is a definite need to be concerned with the overall moral climate of the workplace. Granted, some noncompliance stems from deliberate wrongdoings by particular individuals. This, in turn, can lead to some common rationalizations to which we can all fall prey. These individuals are ultimately the authors and arbiters of their actions, for better or worse, and, therefore, retain ultimate responsibility for what they do (Gibson, 2000).

We have seen that the department has basically good values. The attitudinal values are the ones that need to be addressed. If these attitudes are having a negative effect on employee retention, then management is going to have to address a solution to this problem. The 24 percent turnover rate is 9 percent higher than the national average according to the Bureau of National Affairs' (Rosen, 2001). This indicates that there is a problem in the work place and the results of the open-ended survey clearly indicate that this may be a direct result of the labor/management split that has resulted since the inception of the union. With the impending signing of the new contract and the hiring of seven new employees in the year 2001, the tools that labor and management needs to fix this problem may be in place.



## RECOMMENDATIONS

The study indicates that the values of the department are not significantly different than they were 18 months ago. But, the ongoing labor/management dispute on the first labor contract may have exacted a toll that was not expected by either side. It is curious that the group of employees that were most affected by this may have been employees with less than five years of experience. It seems that the more time that the employee had on the job, the less likely he would leave.

Management and labor must work to resolve these differences. Workers have to abandon their rebellious work attitudes and exhibit less jealousy, become less delusional, ungrateful, and stubborn. The worker must learn to trust his employer again and not be disappointed. The worker has to realize once again who is in charge and the reason that they are in charge. The employee must learn that it is better to submit to authority, even when they don't understand all of the reasons. This is better than going off on their own and making a decision that they may regret for the rest of their employment. When an employee chooses to rebel and become difficult to lead, they will suffer the consequences of their supervisors. The employee has to replace his attitude of rebellion with one of submission. Submission when properly understood and applied, replaces the pain and strife of rebellion and greatly increases happiness in ones life (MacDonald, 2001)

The employer also has to make an effort to correct this attitude that is affecting the work place. It does start from the top! First, management has to open up the lines of communication. Leadership withdrawal has to come to an end. With an influx of new employees into the work force the ground work is laid for an easy solution. Some keys to this success are learning to listen. Briese states that listening is a powerful and persuasive skill and fulfills two basic needs, to be understood, and to feel important. Briese goes on to suggest that the leaders of the

department must also learn to praise and encourage, train the new employee in skills that they will need to succeed, influence the young employee with techniques such as mentoring, and finally, be sure to practice in reality what you may learn in theory (Briese, 2001).

Other suggestions that may help in retaining employees: train them constantly, empower them, recognize and reward them, provide a good benefit package, evaluate them, treat them with dignity and respect, show a concern, and give them a sense of pride and ownership in the process. The employer can also make sure that they are hiring the right person for the job. The employer should look at the hiring process and make sure that it is the right process for their department. The employer must realize that creating the right climate for the employee starts at the top.

Both the employer and the employee must realize that the attitude that they exhibit will influence the new and young worker. If they are to retain these new employees, they must exhibit a positive attitude that will enhance the work place and encourage the new worker to stay. I too am convinced that life is 10 percent what happens to me and 90 percent how I react to it. Therefore, we are in charge of our attitudes and the future of our industry.

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**APPENDIX A/ SURVEY TOOLS****Personal Values Activities**

Complete the following sentence: \_\_\_\_\_ is/are important to me.

1=most important

10=least important

- 1) Being a team member \_\_\_\_\_
- 2) Contributing to the community \_\_\_\_\_
- 3) Pay and Benefits \_\_\_\_\_
- 4) Excitement/risk \_\_\_\_\_
- 5) Professional pride \_\_\_\_\_
- 6) Family and friends \_\_\_\_\_
- 7) Accomplishments \_\_\_\_\_
- 8) Recreation \_\_\_\_\_
- 9) Goals \_\_\_\_\_
- 10) Responsibility \_\_\_\_\_

**JOB FACTORS THAT MATTER**

Rate the following job factors accordingly; 1 being most important and 10 being the least important.

<u>Job Factors</u>	<u>Rating</u>
Good wages	-----
Feeling “in” on things	-----
Good working conditions	-----
Appreciation for good work	-----
Interesting work	-----
Tactful discipline	-----
Help with personal problems	-----
Personal loyalty to company/boss	-----
Job security	-----
Possibility of promotion	-----

**ORGANIZATIONAL CHANGE MODEL**

In the space provided below, briefly answer these two questions:

1) What do you like about being a member of the Libertyville Fire Department?

2) If you could change anything(s) about the Libertyville Fire Department, what would it be?

### The Rokeach Value Survey/Terminal Values

Terminal values are the goals in life that you think are most important and that you feel are most desirable. Read each of the following terminal values all the way through. Then number in the order of which you value most. The values you prize the most becomes number one, etc.

#### Terminal Values

- |  |       |
|--|-------|
| A world at peace (free of war and conflict)        | _____ |
| Family security (taking care of loved ones)        | _____ |
| Freedom (independence, free choice)                | _____ |
| Equality (brotherhood, equal opportunity for all)  | _____ |
| Self respect (self esteem)                         | _____ |
| Happiness (contentedness)                          | _____ |
| Wisdom (mature understanding of life)              | _____ |
| National security (protection from attack)         | _____ |
| Salvation (saved, eternal life)                    | _____ |
| True friendship (close companionship)              | _____ |
| A sense of accomplishment (a lasting contribution) | _____ |
| Inner harmony (freedom from inner conflict)        | _____ |
| A comfortable life (a prosperous life)             | _____ |
| Mature love (sexual and spiritual intimacy)        | _____ |
| A world of beauty (beauty and nature and the arts) | _____ |
| Pleasure (an enjoyable leisurely life)             | _____ |
| Social recognition (respect, admiration)           | _____ |
| An exciting life (a stimulating active life)       | _____ |



## VALUES SCAN

Ethics and values are intimately related. We refer to ethics as the rightness or wrongness of behavior, the set of values which drive behavior. Values are your own personal concepts of the relative worth, utility, or importance of certain ideas. Examples of values include honesty, integrity, promptness, fairness.

Using the above description of values, please complete the following sections. You may use the same value more than once, but only if they truly represent your feelings.

- 1) Please list five personal values you hold in you life, in rank order of importance.

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

- 2) Please list five values you hold in your work life at the fire department, in rank order of importance.

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

- 3) Please list five values you hold when you are serving the public as firefighter, in rank order of importance.

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

### The Mitchell Value Instrument

For the following five items please indicate if the way of life indicated is one that you like or dislike, and the strength of this feeling using the following scale:

	1	2	3	4	5	6	7	8				
	extremely dislike	strongly dislike	moderately dislike	slightly dislike	moderately like	strongly like	extremely like		like			
1) Living a life that has lots of opportunities for good times.					1	2	3	4	5	6	7	8
2) Striving for leadership positions which allows me to influence the behavior and thoughts of others					1	2	3	4	5	6	7	8
3) Being an activist for an issue I feel strongly about					1	2	3	4	5	6	7	8
4) Being materialistic about possessions					1	2	3	4	5	6	7	8
5) Seeking excitement and good times					1	2	3	4	5	6	7	8

For the following seventeen items please indicate which measure is most applicable for you in the statement: "I would value being \_\_\_\_\_ as a part of my own life and personality."

	1	2	3	4	5	6	7	8				
	objectionably highly	not at all	very little	little	somewhat	moderately	highly	very	highly			
1) Nice to people					1	2	3	4	5	6	7	8
2) Nonconforming					1	2	3	4	5	6	7	8
3) Imbued with work ethics values					1	2	3	4	5	6	7	8
4) Happy-go-lucky					1	2	3	4	5	6	7	8
5) Quiet and introverted					1	2	3	4	5	6	7	8
6) Intellectual					1	2	3	4	5	6	7	8
7) Loving and affectionate					1	2	3	4	5	6	7	8
8) Religious					1	2	3	4	5	6	7	8
9) Socially charming and poised					1	2	3	4	5	6	7	8
10) Vigorous, enthusiastic, and strongly motivated					1	2	3	4	5	6	7	8
11) Humane					1	2	3	4	5	6	7	8
12) Influential and assertive					1	2	3	4	5	6	7	8
13) Socially conscious and committed					1	2	3	4	5	6	7	8
14) Worldly and sophisticated					1	2	3	4	5	6	7	8
15) Tough-minded and shrewd					1	2	3	4	5	6	7	8
16) Politically liberal and broad-minded					1	2	3	4	5	6	7	8
17) Emotional					1	2	3	4	5	6	7	8

**APPENDIX B**  
**RESULTS OF OPENED ENDED SURVEYS**

Organizational Change Model

1) What do you like about being a member of the Libertyville Fire Department?

Officers:

- Co-workers
- Equipment
- Opportunity
- The department
- Working as a team
- Trust between officers
- Work ethic of some of the firefighters
- The community
- Village staff and administration
- Physical plants
- Security of job
- The understanding of the administration of the importance of family

Civil Service Firefighters

- Saving lives
- Pride in position
- Excitement
- Community
- Co-workers

- Being a fireman
- The schedule
- Proud to work for a professional department

#### Contractual Firefighters

- Serving the community
- Treated well
- Education opportunity
- Acceptance
- Team Work
- Community
- Training
- Mentoring
- Friendship

2) If you could change anything(s) about the Libertyville Fire Department, what would it be?

#### Officers:

- Return to attitudes of the early 1990's
- Tension among the ranks
- Training back to basics
- Aggressive discipline
- Attitudes between management/labor
- Employee Retention
- Communications

- Improve the internal image that has been damaged by organizing process
- create an understanding of the contract process
- improve maturity level of some employees

Civil Service Firefighters:

- Pleads the 5<sup>th</sup> Amendment
- Left blank on purpose
- End Conflict between labor/management
- More joking around, loosen rules
- The personalities of some firefighters
- Ease the tension
- Work together and not against each other
- Build a family atmosphere
- Communications
- Attitudes
- Firefighters' attitude about working, they don't seem to want to contribute
- New chief
- More manpower

Contractual Firefighters:

- Family type atmosphere
- Common rules for all
- Improve hydrant areas
- Special team involvement for contractual firefighters

## Values Scan

1) Please list five personal values you hold in life, in rank order of importance

Officers

1. Family
2. Honesty
3. Professionalism
4. Religion
5. Commitment

Civil Service Firefighters

1. Honesty
2. Fairness
3. Family
4. Loyalty
5. Excitement

Contract Firefighters

1. Professionalism
2. Family
3. Honesty
4. Religion

2) Please list five values you hold in you work life at the fire department, in rank order of importance.

Officers

1. Honesty
2. Professionalism
3. Fairness
4. Team Attitude
5. Cooperation

Civil Service Firefighters

1. Honesty
2. Team Attitude
3. Fairness
4. Professionalism
5. Loyalty

Contract Firefighters

1. Professionalism
2. Team Attitude
3. Cooperation
4. Honesty

3) Please list five values you hold when you are serving the public as a firefighter, in rank order of importance.

Officers

1. Professionalism
2. Honesty
3. Compassion
4. Integrity
5. Integrity

Civil Service Firefighter

1. Honesty
2. Professionalism
3. Compassion
4. Fairness

Contract Firefighter

1. Professionalism
2. Honesty
3. Compassion
4. Integrity