

**Making the Transition to the Superintendent's Position:
Opportunities and Challenges**

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Executive Summary

From a policy perspective, the attraction and subsequent retention of qualified applicants to the Superintendent's position can be viewed as a key strategy to achieving continued organizational success. Although the British Columbia Ambulance Service (BCAS) has, in the past, managed to fill this position without too much difficulty, long-term demographic changes, escalating retirements, and an increasingly competitive environment for skilled workers will likely affect its ability to recruit and retain qualified individuals for this position. Taken together, these impending socio-demographic trends require the organization to develop and implement innovative human resource practices, which are designed to maximize the use of its existing supply of labour to fill future vacancies for the position.

Against this backdrop, the organization has recognized the importance of identifying, assessing, and developing its internal talent base to sustain leadership capacity. To this end, it is implementing the process of succession planning to fill critical leadership and professional positions. However, simply identifying and assessing highly qualified candidates is inadequate; a more complete strategy also requires the organization to take into consideration and to actively manage the factors that may affect the recruitment and, ultimately, the retention of suitable applicants.

For the BCAS, enhancing the recruitment and retention of qualified personnel also requires an examination of the factors that influence occupational choice. Industrial and vocational psychologists suggest that the motivation to select an occupation is, in part, a function of the value one assigns to certain work related outcomes (the intrinsic and extrinsic rewards that are derived from the occupation) and the expectation that the position will satisfy these outcomes.

This report is designed to provide a post factum examination of the decision to choose the position of Superintendent. To accomplish this objective, a survey was developed and administered to the organization's current superintendents. The survey sought to identify the outcomes that appeared attractive or unattractive to the individual. Further, it assessed whether the expectations associated with these outcomes were satisfied by the Superintendent's position.

Taken together, the findings suggest the participants were attracted to the Superintendent's position based on a combination of both intrinsic and extrinsic outcomes. Furthermore, the data indicate that, for the most part, the participants' expectations regarding these outcomes are being met; however, in certain cases, it is also evident the position has failed to satisfy their expectations.

Based on the results of this investigation, any measures that are designed to improve the attraction and retention of personnel should be directed toward addressing the deficiencies in both the intrinsic and extrinsic job related factors identified in this report. To this end, the following recommendations are offered:

- Increase the level of compensation for the Superintendent's position
- Create an educational development plan for the organization's superintendents
- Increase the number of superintendent positions
- Implement the process of job enrichment

It is expected that the successful implementation of these measures will diminish the disparity between the individual's pre-employment expectations and the realities he or she experiences on the job. This, in turn, will reduce the level of dissatisfaction that occurs when expectations remain unmet. An improved level of job satisfaction will not only reduce the potential for voluntary turnover, but also it will prevent the occupation from acquiring a poor image among potential candidates, thereby increasing the probability of attracting and subsequently retaining individuals for this position.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

For many public sector organizations, the recruitment and retention of management personnel is becoming a significant issue. Changing demographics, mounting retirements, and escalating skill shortages are changing the structure of the labour market. As a result, it is expected that it will become increasingly difficult for these organizations to find a sufficient number of qualified and talented individuals to fill critical leadership positions. To address this issue, government organizations are obliged to take proactive steps to ensure that leadership capacity and continuity are maintained. In particular, this necessitates the development of new and innovative methods of human resource management and planning.

To cope with the dynamics of a changing labour market, government organizations are implementing human resource policies and practices that are designed to recruit and develop suitable internal candidates to meet their future leadership needs. Referred to as succession planning, this process focuses on the creation of a cadre of individuals who demonstrate the required competencies that are deemed “. . . essential to achieving the organization’s missions and goals” (Stratton, 2001, n.p.). In practical terms, this particular approach seeks to maximize the use of organizational talent in an effort to sustain the agency over the long-term.

1.2 Succession Planning and the British Columbia Ambulance Service

As a public sector agency, the British Columbia Ambulance Service (BCAS) is likely to experience a variety of socio-demographic pressures that will impact its ability to attract and retain management personnel. Consequently, the BCAS has been compelled to focus on developing its internal talent base in order to ensure that it maintains existing and future leadership capacity. To accomplish this objective, the organization is in the process of creating a succession planning strategy, which includes the development of a succession pool. For the BCAS, this process is designed to ensure that suitable internal candidates are properly identified and assessed. Future vacancies will then be filled, on an ongoing basis, with individuals from this cohort. This strategy is intended for all management levels, including the organization’s superintendents.

From an organizational perspective, the Superintendent’s position represents the lowest level in the agency’s administrative structure. Although the BCAS has relied on both internal and external candidates to fill this position, a combination of demographic and macro socio-economic changes will likely impact its ability to attract external candidates. Under these circumstances, developing its internal talent base will become increasingly important.

Traditionally, the BCAS has opted to utilize members of the bargaining unit to fill this position. In particular, the organization’s Unit Chiefs, District Supervisors, and Charge

Dispatchers (members of the bargaining unit who have some supervisory and administrative responsibilities) have been selected to fill the Superintendent's position on both a temporary and permanent basis. There is general agreement that this cohort constitutes the organization's potential "bench strength" and therefore, the BCAS has determined that the development of a quality succession pool will necessitate the inclusion of these individuals.

In developing a succession pool for the Superintendent's position, the organization must also examine the factors that influence occupational choice. Research has demonstrated that occupational choice is a function of the desirability of certain outcomes (rewards) and the expectation that the occupation will fulfill these outcomes. Therefore, it is necessary to identify the outcomes that an individual expects to attain as a result of entering the Superintendent's position as well as to determine the extent to which the position satisfies these expectations. By seeking the input of current superintendents, this report will attempt to elucidate these issues. It is expected that the results of this investigation will assist the organization in formulating strategies designed to encourage individuals to enter and subsequently remain in this field.

1.3 Purpose of the Report

The motivation to select a particular occupation is regarded as a complex, introspective process whereby the individual attempts to create ". . . the best possible fit between their values, perceived needs, and abilities . . .;" the expectations of family members and peers; and the characteristics of the various career options available to them (Lawson & Hoban, 2002, p. 69). Additionally, and more importantly, the decision to choose an occupation is also viewed as a joint function of one's desire to attain certain highly valued outcomes and the expectation that the occupation will be able to provide these outcomes. In other words, in choosing an occupation, the individual will base his or her decision on the extent to which he or she believes the position can fulfill favorable outcomes. Under these circumstances, it is reasonable to assume that those who are contemplating a transition to the Superintendent's position will also base their decision on these two factors. With this in mind, the present inquiry is designed to gain a more complete understanding of this process.

As noted, the preference for a particular occupation will be based on its perceived ability to provide specific outcomes. Consequently, an individual will enter an occupation if he or she believes that it will result in their attainment. It is expected that those who choose to move into the Superintendent's position will do so based on the perception that it will satisfy certain outcomes deemed important. Therefore, identifying these outcomes is essential to understanding this process. To this end, the following research question will be addressed:

- *Research Question 1:* What outcomes are regarded as desirable by those who are considering making the transition to the Superintendent's position?

In addition, individuals who select a particular career may find that their perceptions differ once they complete the transition to their new profession. In other words, the knowledge gained by experiencing a particular role can highlight the disparities between one's preconceived expectations and the realities associated with that role. As such, this report will also examine the following question:

- *Research Question 2:* Are preconceived notions of the job congruent with its realities?

It is recognized that those who have made the transition to the Superintendent's position will possess a unique perspective concerning the issues outlined above. Consequently, their input will be essential in determining the manner in which the organization can improve its human resource practices. Therefore, the report will also address the following question:

- *Research Question 3:* What steps can the organization take to attract members of the bargaining unit to the Superintendent's position?

To answer these questions, a survey was developed and administered to the organization's current superintendents. The data collected will provide a profile of the issues that influenced the decision making process of those who have made the transition to the Superintendent's position.

1.4 Organization of the report

By outlining the rationale of the research as well as offering a description of the significance and purpose of the study, this chapter was designed to provide a brief introduction to the research topic. The remainder of this report is organized in the following manner: chapter 2 will provide the context for the research; chapter 3 will present an overview of the relevant literature as well as discuss the theoretical approach used for this report; chapter 4 describes the methodology that was employed; chapter 5 discusses the results; and chapter 6 summarizes the findings and offers recommendations.

CHAPTER 2 BACKGROUND

2.1 Introduction

The primary objective of this chapter is to describe the context in which this study is situated. To begin, a brief illustration of the British Columbia Ambulance Service will be provided. This narrative will include a short history of the organization, a list of the functions that it is required to perform, and an illustration of its organizational structure. Next, the chapter will examine the wider socio-demographic changes that are likely to affect the ability of the organization to recruit and retain management personnel. Finally, a discussion of the importance of building internal leadership capacity will be provided.

2.2 The British Columbia Ambulance Service

Throughout North America, the provision of ambulance services relies on a variety of service delivery models. For example, depending on the jurisdiction, ambulance services may be provided by private operators, hospitals, municipalities, volunteer agencies, or some combination of the above. In British Columbia, ambulance services are provided by a unified, publicly funded organization- the British Columbia Ambulance Service (BCAS). As one of the largest emergency medical services in North America, the BCAS is tasked with providing all facets of pre-hospital medical care to the residents of the province. The following will provide a brief summary of the organization's history, function, and structure.

2.2.1 History

Prior to 1974, the responsibility for the delivery of pre-hospital medical care in British Columbia rested with a multitude of service providers each of which acted as an independent entity within its particular jurisdiction. The presence of a large number of diverse and often disparate agencies resulted in a fragmented and inefficient method of service delivery that was frequently characterized by jurisdictional inequity, disorganization, and, to some extent, unreliability (British Columbia Ambulance Service [BCAS], 2007a). Further, under this type of arrangement, uniform standards regarding patient care, accessibility, employee qualifications, and staffing levels were effectively absent (BCAS, 2007a). Recognizing the need for a more integrated and organized service delivery model, the government, in 1974, established the Emergency Health Services Commission (EHSC). The EHSC was given a legislative mandate to provide "high quality" and "consistent" ambulance services for the entire province (BCAS, 2007a). In order to fulfill its mandate, the British Columbia Ambulance Service was created.

2.2.2 Functions of the British Columbia Ambulance Service

The British Columbia Ambulance Service is the only publicly funded and administered provincial ambulance service in Canada. As the sole provider of ambulance services for the province, the BCAS is required to deliver all aspects of emergent and non-emergent

medical care to the 4.3 million residents of British Columbia (BCAS, 2007b).¹ These services can be separated into two core functions, emergency patient treatment and transport and inter-facility transfers.

In British Columbia, the BCAS retains a monopoly over the provision of emergency medical services. As such, the treatment and transport of sick or injured individuals rests solely with this organization. Consequently, this represents the principle function of the BCAS. Each year, the organization responds to approximately 480 000 emergency medical calls, resulting in the majority of its total call volume (BCAS, 2008). In most cases, the system is activated when a call is placed to 911. Depending on the nature of the incident, a ground based ambulance and/or air ambulance may respond.

In addition to the provision of emergency medical services, the BCAS is also involved in the delivery of non-emergent patient transfers. The majority of these transfers can be defined as inter-facility transfers. That is, they involve the movement of medically stable patients between the province's health care facilities (BCAS, 2006). In addition to this basic service, the BCAS also offers specialized transport services for pediatric, maternity, and other high-risk patients (BCAS, 2006). In general, members of the public cannot arrange patient transfers; this task is reserved for physicians or hospitals.

Although the BCAS is actively involved in the provision of non-emergency patient transport, it does not maintain a monopoly over this service. In certain parts of the province, private operators perform inter-facility transfers via ground ambulance. Nevertheless, the BCAS responds to approximately 150 000 patient transfers per year, representing a significant portion of its operations (BCAS, 2008).

While the provision of emergent and non-emergent medical care can be defined as its core functions, the BCAS also participates in a number of supplementary services that focus on public education and public health and safety. For instance, the organization is involved in first aid instruction at the community level. In this case, it has designed a program that offers cardio pulmonary resuscitation training to high school students throughout the province (BCAS, 2007c). In addition, the BCAS liaises with other public agencies in an effort to develop strategies related to natural disasters and other public health and safety issues (BCAS, 2006).

2.2.3 Service Delivery Model

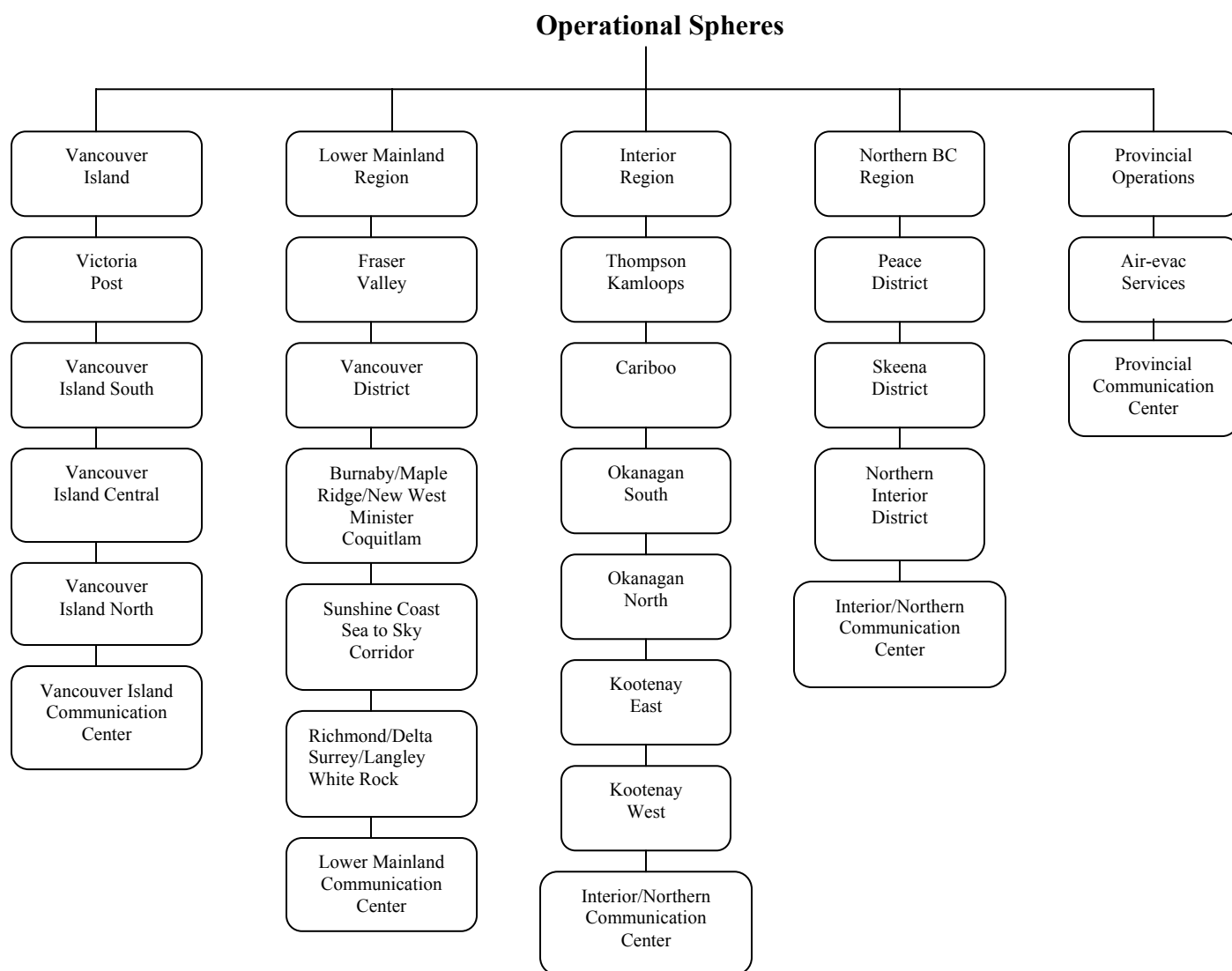
In British Columbia, the BCAS, under the authority of the Emergency and Health Services Commission, assumes sole responsibility for the provision of ambulance services within the province (BCAS, 2007d). As a provincial organization, its operational boundaries extend to every region of the province, covering approximately one million square kilometers of diverse and often difficult topography (BCAS, 2006). Further, it is required to serve a disparate and varied population that resides in metropolitan, urban,

¹ There is one exception. In Kitimat, BC, ambulance services are contracted to the municipal fire department.

rural, and remote communities. Given the nature and scope of its mandate, it is not surprising that the organization has opted to utilize a decentralized service delivery model.

To maximize the use of its resources within the environment that it is required to operate, the BCAS utilizes a regional approach to service delivery. In this case, the province is divided into five distinct operational spheres each of which is subdivided into a series of smaller administrative districts. Figure 1 provides a summary of this arrangement.

Figure 1: Operational Spheres²



² It is important to note that four of these operational spheres (Vancouver Island, Lower Mainland, Interior, and Northern BC) are geographical entities, in that they have defined geographical boundaries. However, the fifth (Provincial Operations) is an administrative entity that is responsible for provincial services, such as air ambulances services.

The headquarters for the administrative regions are located in Victoria, Vancouver, Kamloops, and Prince George respectively (BCAS, 2007e).³ Under this system, the overall responsibility for the delivery of ambulance services in a region rests with that particular region's central headquarters. In effect, these centers are accountable for the day-to-day operations of ambulance services in their respective regions (Ambulance Paramedics of British Columbia [APBC], 2002). While the organization's service delivery model is regionalized, it must be acknowledged that its corporate services are not. In this case, corporate functions are centralized in the provincial capital (APBC, 2002).

2.2.4 Governance

In 1974, the Government of British Columbia enacted the *Health Emergency Act*. This Act provided the legal basis for the provision of a unified, public ambulance service (Emergency and Health Services Commission [EHSC], 2007).⁴ To this end, the Act mandated the creation of a new statutory body. Known as the Emergency Health Services Commission, this body was given the exclusive power and the authority to provide emergency medical services across the province (EHSC, 2007).

As delineated by the *Health Emergency Act*, the Commission is given the responsibility for the provision of ambulance services within the province of British Columbia. In order to meet this requirement, the Commission created the British Columbia Ambulance Service. As an operating entity of the EHSC, the BCAS is governed by the Commission. Consequently, the EHSC implements policy for the BCAS and provides overall direction for the organization (EHSC, 2007).

2.2.5 Organizational Structure

The management structure of the BCAS adheres to a conventional hierarchal design. For instance, an analysis of its organizational configuration reveals the existence of a number of distinct administrative levels. In this case, there are several levels that begin with senior management and terminate with the organization's front line supervisors (APBC, 2002). Under this type of arrangement, each level is subordinate to the one that preceded it.

The management structure of the BCAS is comprised of a provincial headquarters and four regional administration centers. Its central headquarters, which are located in the provincial capital, accommodates the organization's executive management team and its related support services (APBC, 2002). Under the leadership of the Chief Operating Officer, this body is tasked with providing direction and exercising overall control of the BCAS (APBC, 2002).

³ The headquarters for Provincial Operations is located in Victoria.

⁴ In May 2007, the title of the "Health Emergency Act" was changed to the "Emergency and Health Services Act" to reflect the expanded role of the Emergency Health Services Commission (now referred to as the Emergency and Health Services Commission). Source: Emergency and Health Services Commission (2007).

The Chief Operating Officer is given the authority to implement the powers of the EHSC (APBC, 2002). As such, he or she is ultimately accountable for the overall management of the BCAS (APBC, 2002). In addition, there are a number of administrative divisions that are designed to assist the Chief Operating Officer, such as finance, information management, human resources, occupational health and development, and labor relations.

Beneath the level of the Provincial Executive, the province, as indicated, is separated into four regions each of which houses a regional administration center.⁵ The administrative centers are headed by an Executive Director who reports to the Chief Operating Officer (APBC, 2002). The Executive Directors are responsible for the management, coordination, and operation of ambulance services in their particular administrative territories (APBC, 2002). Assisting each Executive Director with these tasks is a Director of Operations.

Each region is subdivided into a series of administrative districts that are managed by the organization's superintendents (APBC, 2002). These individuals are responsible for the management of all the ambulance stations within their assigned districts (APBC, 2002). For example, the Vancouver Island Region is separated into four administrative districts: the Victoria Post, Vancouver Island South, Vancouver Island Central, and Vancouver Island North. Within each of these districts, a superintendent is assigned to oversee its overall administration. Because their function is administrative and not strategic, their responsibilities are largely confined to managing the day-to-day issues that arise within their respective districts (APBC, 2002). Appendix C provides a graphic depiction of the organization's operational structure.

In addition, each ambulance station in the province is managed by a Unit Chief who oversees the day-to-day operations of the facility (APBC, 2002). These individuals are working field paramedics who have limited authority; therefore, their principle function is administrative and not disciplinary (APBC, 2002). Lastly, in the major metropolitan centers of the province, the organization employs District Supervisors. These individuals are also working field paramedics; however, they are required to supervise a number of stations within a particular district (APBC, 2002).

⁵ As noted in Figure 1, there is a fifth operational sphere (Provincial Operations) which is located in the organization's provincial headquarters.

2.3 Skill Shortages in the Public Sector

Over the next two decades, the public sector in British Columbia will likely face significant challenges regarding the recruitment and retention of qualified individuals. A combination of demographic and macro socio-economic changes will likely lead to a reduction in the supply of labour (BC Stats, 2002). This, in turn, will substantially affect the ability of the public sector to attract and retain skilled employees, especially for administrative occupations.

In Canada, it is expected that the growth of the country's labour market will be slower than in the past. Projection models produced by Statistics Canada indicate the overall labour force participation rate (LFPR) will fall, eventually stabilizing by 2031 (Martel, Caron-Malenfant, Vezina, & Balanger, 2007).⁶ In general, a country that has a high LFPR will experience robust growth in its labour market. Because the Canadian LFPR is expected to decline over the next two decades, growth in the labour market will be sluggish (Human Resources and Social Development Canada, 2006a).

There are a number of factors that influence the participation rate in the labour market. In general, these can be classified as either cyclical or structural in nature (Mosisa & Hipple, 2006). Cyclical factors, as the term would suggest, are recurring events that have a defined lifecycle. For example, the contraction and expansion of the economy would be categorized as cyclical. In this case, there will be a fluctuation in both the supply and demand for labour; however, these variations are unlikely to be permanent (Mosisa & Hipple, 2006). While cyclical factors can contribute to a reduction in the LFPR, a more persistent decline occurs with protracted structural changes, the most salient of which are long-term demographic changes, escalating retirements, and an increasingly competitive environment for skilled workers.

2.3.1 Demographic Changes

A crucial issue that will noticeably impact the government's ability to attract and retain skilled labour is the projected change in the demographic composition of the country's population. Demographic studies indicate that the age of Canada's population is increasing and this will likely affect the size and composition of the workforce. For instance, over the next twenty years, it is expected that the median age of the country's population will increase from 39 years (2005) to roughly 46 years by 2031 (Statistics Canada, 2005). Furthermore, the percentage of individuals who are age 65 or older will reach approximately 25% by the year 2031 (Statistics Canada, 2005). This represents an increase of 12% over 2005 levels (Statistics Canada, 2005). In British Columbia, the

⁶ The labor force participation rate is defined as the proportion of the Canadian population aged 15 years and older who are in the labour force. Source: Statistics Canada.

situation is comparable to the national average. For example, the median age of the province's population will increase to around 45 years by 2031 from 39.5 years in 2005 (Statistics Canada, 2005). Similarly, the percentage of those aged 65 and older will also rise. In this case, the proportion of seniors will increase to 23% by 2031 from 13.8% in 2006 (Statistics Canada, 2005).

The aging of the population can be attributed to a number of factors. In Canada there has been a general movement toward a reduction in fertility rates. For instance, since 1970, the total fertility rate (TFR) has been trending downward (Statistics Canada, 2005). Over the last 35 years, the TFR has fallen from 2.3 children per woman to a figure of 1.5 and it is expected to remain at this level for the next 25 years (Statistics Canada, 2005). In British Columbia, the TFR is currently 1.4 and it will likely remain at this level for some time (Statistics Canada, 2005, & Vital Statistics Agency, 2001).

The consequences of declining fertility will likely be profound, in that there will be significant changes to the country's age structure. Population projections indicate the number of elderly (65 or older) will exceed those who are 15 years or younger by 2020 (Statistics Canada, 2007). Moreover, a reduction in fertility has and will continue to exert a significant impact on the structure of the working age population (15-64). For instance, the average age of this cohort has increased from 34.9 years in 1981 to 39.3 in 2006 (Sharpe & Shaker, 2007). Population scenarios predict the age of the working population will continue to increase over the next two decades (Statistics Canada, 2005). These scenarios also suggest that there will be a gradual decline in the proportion of the working age population relative to the total population (Statistics Canada, 2005).

Another factor that is contributing to the country's aging population is the issue of declining mortality. During the preceding century, the life expectancy for both genders combined has seen a significant increase reaching a figure of 80.2 years in 2004 (Statistics Canada, 2004). In British Columbia, life expectancy reached 78.2 in 2002 and it is expected to attain a level of 84.5 by 2031 (Statistics Canada, 2005). Although this trend may not continue for an indefinite period, the data indicate that there will be a progressive increase in life expectancy, at least for the foreseeable future.

2.3.2 Retirements

Related to the issue of an aging population is the prospect of an increase in the number of employees who are eligible to retire. Demographic data has shown that those who are part of the cohort born between 1946 and 1964 will be approaching or will have reached retirement age within the next two decades (Statistics Canada, 2005). These individuals represent a sizeable portion of the province's current population and their numbers are expected to increase in the future (BC Stats, 2005).⁷

⁷ The population pyramid developed by BC Stats (2005) provides a graphic representation of the current and projected size of this cohort- <http://www.bcstats.gov.bc.ca/DATA/pop/pop/SeniorsDemographics.pdf>

The importance of this cohort is reflected in the composition of the province's public sector workforce. For example, in 2001, 51% of this workforce was comprised of individuals who were between the age of 45 and 64 (BC Stats, 2002). This represents an increase of 20% over 1991 levels (BC Stats, 2002). Unfortunately, these individuals tend to be senior employees who have a great deal of organizational knowledge and expertise and their loss will be profound (BC Stats, 2002).

Since this cohort (45-64) represents a significant segment of the public sector, it is expected that the number of retirements will rise. The Government of British Columbia's retirement projection model suggests that there will be a gradual increase in the number of retirements over the course of the next five years (BC Stats, 2002). For instance, statistics indicate the percentage of the total workforce that will retire will increase from 3.7% in 2008 to 4.1% by 2013 (BC Stats, 2002). Although this model does not extend past the year 2013, it is reasonable to conclude that this trend will continue into the foreseeable future. This, of course, assumes that the government will not offer early retirement packages or alter the eligibility for retirement in any manner.

2.3.3 The Competitive Labour Market

It is anticipated that the combination of shifting demographics and increased retirements will generate structural changes to the size and composition of the labour market. An aging population coupled with the potential for mass retirements will exert downward pressure on the overall labour force participation rate (LPR). According to Statistics Canada, the proportion of the working age population is expected to decline to 60% in 2030 from 70% in 2007 (Statistics Canada, 2005). A decrease in the labour force participation rate will ultimately slow the growth of the total workforce over the next few decades (Martel et al., 2007). In British Columbia, the pattern will not be as pronounced; however, the province will still witness a decrease in its LPR and a likely reduction in the growth of its labour force (Martel et al., 2007).

It is predicted that changing labour force participation patterns and an aging population will lead to a shortage of skilled labour, especially for positions that require a high-level of knowledge, training, expertise, and experience. For instance, in the areas of management and human resources, there are currently signs of a labour shortage in Canada and this is expected to continue for the next 10 years (Human Resources and Social Development Canada, 2006b). Further, as the number of retirements across this sector intensifies, the demand for those who have the required qualifications to replace these individuals will increase. Under these circumstances, it is logical to assume that the labour market will become increasingly competitive. As a result, attracting and retaining skilled workers for this sector will be one of the most significant challenges the public service will need to confront.

2.4 The Importance of Building Internal Leadership Capacity

Although the combination of structural and institutional changes is not expected to lead to a widespread shortage of skilled labour, it is likely that, in some sectors or occupations,

the demand for labour will outstrip supply. For instance, an examination of the labour market by HRSDC has indicated that the number of job openings in public administration will exceed the number of job seekers over the next 10 years (Human Resources and Social Development Canada, 2006c). In this case, the demand for labour is driven primarily by an increase in the number of retirements. According to HRSDC, the average age of the workforce in this sector is 47 with a median retirement age of 59 (HRDC, 2006c). Based on these figures, HRSDC has concluded that the retirement rate for this sector will be 5.9% between the years 2006-2015; however, the supply of labour is expected to increase by only 4.3%, thus creating a labour market imbalance (Human Resources and Social Development Canada, 2006d).

In British Columbia, the Provincial Government has projected that 45% of its managers will retire by 2015 (Province of British Columbia, 2006). This, coupled with an expected decrease in the supply of qualified individuals, highlights the importance of building internal leadership capacity. An organization that has the ability to utilize its existing supply of labour to fill current and future vacancies will be in a position to counter the problems associated with recruitment and retention. For the public sector in British Columbia in general and the BCAS in particular, the implementation of an internal selection and development process will ensure that it has a sufficient number of qualified individuals to maintain leadership continuity in key positions.

2.5 Conclusion

This chapter, in part, outlined some of the issues that will likely impact the organization's ability to attract and retain qualified individuals for a variety of administrative roles. In particular, it is expected that changing demographics, escalating retirements, and an increasingly competitive labour market will dramatically affect the agency's ability to fill key leadership positions. Under these conditions, building internal leadership capacity is regarded as an essential element of an effective human resource strategy. Chapter 3 includes a review of the literature relevant to this inquiry.

CHAPTER 3

LITERATURE REVIEW

3.1 Introduction

Since the middle of the twentieth century, the concept of motivation, as it exists within the context of the workplace, has received a great deal of attention from industrial and vocational psychologists. As a result, a number of theoretical approaches have been developed to explain the concept. Although these theories are highly varied, they are built on the assumption that motivational behavior in the workplace is the result of the interaction between the forces that reside within the individual and the conditions of the external environment (Latham & Pinder, 2005). Because these factors tend to interact in a variety of ways, motivation is, therefore, viewed as a complex and intricate process that initiates work related behavior and determines “. . . its form, direction, intensity, and duration” (Latham & Pinder, 2005, p. 486).

Given the relative complexity of the process, it is not unexpected that a variety of theories have been developed to explain workplace motivation. One of the most comprehensive theories used to describe motivational behavior within this context is expectancy theory. This particular approach speculates that motivation is the product of a rational calculation in which the individual seeks to maximize rewards and minimize costs. As such, expectancy theory predicts that an individual’s tendency to act in a specific manner will depend on the “. . . strength of one’s expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual” (Robbins & Langton, 2001, p. 144). In other words, in selecting a particular course of action, an individual expects this choice to produce a desired and highly valued result. Although there are a number of theories that are based on this framework, Victor Vroom’s expectancy theory of motivation has become the most widely accepted and utilized theoretical approach.

3.2 The Expectancy Theory of Motivation

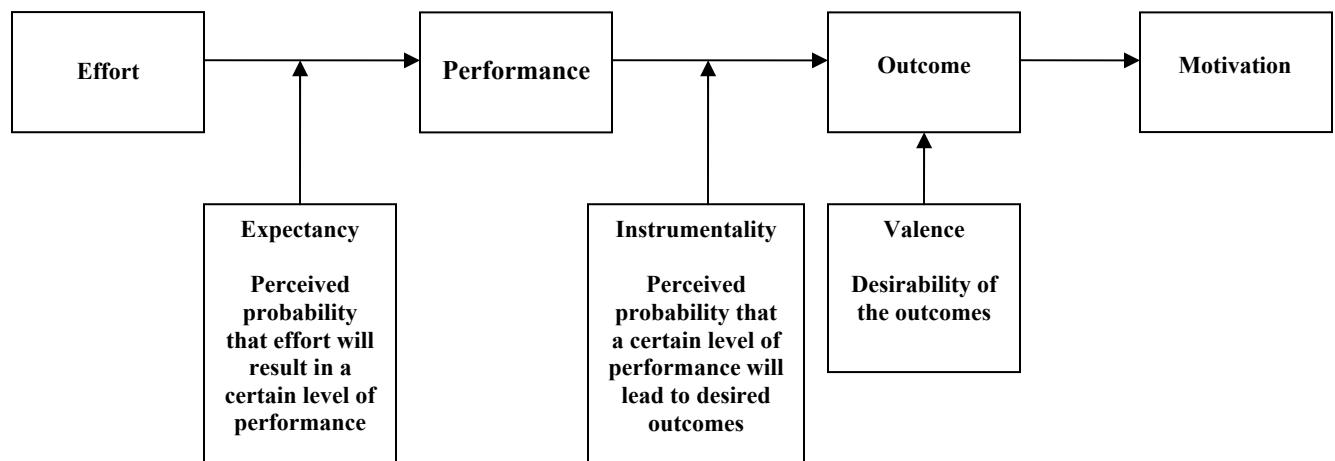
Vroom’s expectancy theory of motivation posits that motivational behavior is a function of the interaction between three psychological forces: valence, instrumentality, and expectancy (Vroom, 1964). According to Vroom (1964), valence refers to the affective orientation that an individual maintains toward a particular outcome. That is, the concept represents the degree to which an individual views an outcome as desirable or undesirable. For Vroom (1964), valence can be classified as positive, negative, or neutral (zero). An individual who wishes to attain a particular outcome will regard it as positively valent; on the other hand, an outcome that one does not wish to attain will be viewed as negatively valent (Vroom, 1964). An outcome is assigned a neutral valence if the individual is indifferent toward attaining it (Vroom, 1964). It must be noted that the theory makes the distinction between two outcomes, a first level outcome and a second level outcome. A first level outcome is regarded as “task performance” whereas a second level outcome represents the reward to which the “. . . first level outcome is expected to lead” (Ferris, 1977, p. 606).

The second component of Vroom's conceptual model is instrumentality. According to Vroom (1964), the concept of instrumentality represents the individual's perception of the relationship between a first level outcome (performance) and a second level outcome (reward). This relationship is characterized by the subjective belief that performance (P) will lead to the realization of a desired outcome (O) (Tan, 2000; Uwakweh, 2006). In other words, instrumentality is the perceived probability that successful performance, at a specific level, will result in the attainment of a valued outcome or set of outcomes (Tan, 2000).

According to Vroom (1964), instrumentality extends from plus one to minus one. The former represents the person's belief that the first outcome will always lead to the fulfillment of the second outcome (Mitchell & Beech, 1976). Conversely, the latter indicates that the first outcome will never lead to the attainment of the second outcome (Mitchell & Beech, 1976).

Expectancy denotes the third component of Vroom's theoretical model. Expectancy, as indicated by Vroom (1964), is the "... momentary belief concerning the likelihood that a particular act will be followed by a particular outcome" (p.17). Expectancy represents the association between the expenditure of effort (E) and performance (P). More specifically, it is the subjective probability that the application of effort will lead to successful performance (Lee, 2007; Tan, 2000). Expectancy differs from instrumentality, in that it represents an action-outcome association while instrumentality can be viewed as an outcome-outcome association; as such, expectancies are defined as "perceived probabilities," while instrumentalities are considered "perceived correlations" (Mitchell & Beech, 1976, p. 235). Graphically, Vroom's theory is depicted as follows:

Figure 2: Expectancy Model of Motivation⁸



⁸ Adapted from Lee (2007)

3.3 Predictive Models of Behavior

Using the conceptual framework discussed above, Vroom created two predictive models. The first is concerned with predicting the valences of outcomes; the second focuses on predicting the force toward behavior (Mitchell & Beech, 1976).

3.3.1 The Valence Model

The valence model, which is based on the interaction between valence and instrumentality, is designed to predict the attractiveness of a first level outcome (Vroom, 1964). As such, the model states that the valence of this outcome is viewed as a “. . . monotonically increasing function of the algebraic sum of the products of the valences of all other outcomes and his conceptions of its instrumentality for the attainment of these other outcomes” (Vroom, 1964, p. 17). The following equation depicts this model:⁹

$$V_j = \sum (V_k I_{jk})$$

Where: V_j = the valence of outcome performance level j
 V_k = the valence of outcome k
 I_{jk} = the extent to which outcome j (performance) is perceived as instrumental for the attainment of outcome k (reward)

3.3.2 The Force Model

The second model developed by Vroom predicts the force toward behavior. This particular model is based on the interaction between valence and expectancy. According to Vroom (1964), the force that compels an individual to act is a “. . . monotonically increasing function of the algebraic sum of the products of the valences of all outcomes and the strength of his expectations that the act will be followed by the attainment of these outcomes” (p. 18). The following formula illustrates this model:¹⁰

$$F_i = \sum (E_{ij} V_j)$$

Where: F_i = the force (motivation) to perform act i
 V_j = the valence of outcome j
 E_{ij} = the strength of the expectancy that action i (effort) will be followed by outcome j (performance)

⁹ Adapted from Vroom (1964); Starke & Behling (1975); Galbraith & Cummings (1967)

¹⁰ Adapted from Vroom (1964)

3.4 The Expectancy Theory of Motivation and Occupational Preference/Choice

Expectancy theory has largely been used to explain work motivation and job satisfaction. However, as Vroom (1964) notes, it can also be used to predict occupational preference and occupational choice. To this end, Vroom (1964) developed two models that could be used to predict the occupational preferences and occupational choices of individuals.

3.4.1 Occupational Preference (Valence) Model

According to Vroom (1964), occupational preference is a function of one's affective orientation or valence toward a particular occupation. For the purpose of this model, valence is viewed as a combination of an individual's preference for one outcome versus another and the perceived probability (instrumentality) that a particular occupation (defined as a first level outcome) will result in the attainment of a reward or second level outcome (Brooks & Betz, 1990). Under this paradigm, occupations that are viewed as "the most instrumental" for the attainment of important rewards and outcomes will have the "most positive occupational valence," and, therefore, will be favored over other occupations" (Wheeler & Mahoney, 1981, p. 114). The following formula illustrates this concept:

$$V_j = \sum(I_{jk} V_k)^{11}$$

In this formula, V_j represents the occupational valence or attraction to occupation j ; whereas I_{jk} signifies the perceived instrumentality that occupation j will satisfy the attainment of outcome k (Brooks & Betz, 1990). Lastly V_k denotes the desirability of outcome k (Brooks & Betz, 1990).

3.4.2 Occupational Choice (Expectancy) Model

The occupational preference model is designed to predict an individual's preference for a particular occupation; however, the occupational choice model ". . . represents the action taken by a person based on the preference for a career and the perceived likelihood of success" (Shim, Warrington & Goldberry, 1999, p. 32). Therefore, for Vroom (1964) occupational choice is a function of both the attractiveness (valence) of a particular occupation and the perceived probability (expectancy) that his or her attempt to attain it will be successful.

Valence, for the purpose of this model, is comprised of the same two variables that are used to predict occupational preference- the attractiveness of an occupation and its perceived instrumentality (Mitchell & Beach, 1976). Expectancy, on the other hand, is a function of occupational attainment (Vroom, 1964). That is, it relates to one's subjective probability that he or she will be successful in attaining a particular occupation (Wheeler & Mahoney, 1981). Therefore, the force to choose an occupation is a product of the relationship between the subjective probability of occupational attainment and the

¹¹ Adapted from Brooks and Betz (1990); Wheeler and Mahoney, 1981; Mitchell and Beach (1976)

attractiveness of the occupation. The expectancy model is depicted in the formula listed below:

$$F_i = \sum (E_{ij} V_j)^{12}$$

Where: F_i represents the force on a person to perform an act (i.e. choose an occupation)
 E_{ij} is the subjective probability or expectancy that act i will lead to outcome j
 V_j represents the valence of the occupation (the attractiveness of an occupation and its perceived instrumentality)¹³

3.5 Empirical Evidence for the Models

As indicated, Vroom's theoretical paradigm is one of the most widely accepted methods used to explain workplace behavior. Therefore, it is not surprising that a number of studies have utilized this approach to examine occupational preference and occupational choice. For instance, Wanous (1972) used Vroom's valence model to assess the occupational preferences among a group of university students. In this case, Wanous (1972) asked the students for their perceptions of five basic occupations and for six factors of job attractiveness (salary, job security, etc). He then compared the valence scores (valence x instrumentality) for the lower ranked occupations with the highest ranked occupation (Mitchell & Beach, 1976). Wanous (1972) found that the preferred occupation had a higher rating in terms of valence than the less preferred occupations. Mitchell and Knudsen (1973) tested the ability of the valence model to predict the extent to which a group of students viewed business as a preferred career option. For the purpose of their study, the authors examined the degree to which the subjects viewed business as instrumental for the attainment of a set of outcomes as well as the attractiveness of these outcomes (Mitchell & Knudsen, 1973). For each participant, valence (valence x instrumentality) was computed and then correlated with his or her attitude towards business as a career option (Mitchell & Knudsen, 1973). The results showed that the preference for business as a career was correlated with high levels of valence (Mitchell & Knudsen, 1973).

Brooks and Betz (1990) tested the ability of Vroom's expectancy model (expectancy x valence) to predict occupational choice. In this case, the authors surveyed 188 undergraduate students to examine the relationship between valence, expectancy, and occupational choice. For the purpose of their study, valence, expectancy, and occupational choice were measured by the following: First, the students were asked to rate the importance of 10 outcomes; then they were asked to rate their expectations concerning occupational attainment; lastly, the students were asked to rate the extent to which they were attracted to 12 occupations (Brooks & Betz, 1990). The results showed a high correlation between the expectancy/valence interaction and occupational choice

¹² Adapted from Brooks and Betz (1990); Wheeler and Mahoney, 1981; Mitchell and Beach (1976)

¹³ Adapted from Brooks and Betz (1990)

(Brooks & Betz, 1990). Wheeler and Mahoney (1981) examined the relationship between certain independent variables (valence, instrumentality, expectancy) and occupational choice and occupational preference. The authors asked a group of college students to rate their preference for 19 occupations. In addition, the students were asked to rank these occupations from the one they would most “likely be in” to the one they would “least likely follow” (Wheeler & Mahoney, 1981, p. 116). The subjects were then asked to rate the independent variables with respect to these occupations (Wheeler & Mahoney, 1981). The ratings for the independent variables for the 19 occupations were correlated with the ordering of these occupations by preference and choice (Wheeler & Mahoney, 1981). The results indicated that occupational preference is more closely related to valence (valence x instrumentality); whereas, occupation choice is more closely related to valence and expectancy (Wheeler & Mahoney, 1981).

3.6 Theoretical Framework

As indicated in the previous section, the choice of an occupation is viewed as a function of both attractiveness (valence) and attainment (expectancy). Therefore, to predict occupational choice, it is necessary to determine the extent of one’s attraction to a particular occupation and the subjective probability that he or she will be successful in attaining it (Mitchell & Beach, 1976). However, since this study is designed to survey individuals who have already selected an occupation, using the predictive model outlined by Vroom would be inappropriate. Consequently, for the purpose of this report, a modified version of Vroom’s model will be used.

3.6.1 The Conceptual Model

This report is designed to provide a post factum analysis of the participants’ decision to choose the position of Superintendent. As such, the report will address two key issues. First, it will attempt to identify the outcomes that were deemed desirable by the respondents. Second, the report will determine the extent to which the position satisfied the expectations of the participants with respect to these outcomes.

3.6.1.1 Valence

In choosing an occupation, it is expected that an individual’s decision will be based on the belief that it can satisfy important rewards. These rewards, as Vroom (1964) notes, are referred to as second level outcomes. According to Vroom (1964), an individual’s affective orientation (valence) toward these outcomes can be classified as either positive, negative, or neutral. An outcome that is categorized as positively valent is regarded as important and desirable; therefore, the person will prefer “. . . attaining it to not attaining it (Lee, 2007, p.789). Under these conditions, an individual’s attraction to a particular occupation will be based on the conviction that it will lead to the attainment of highly valued outcomes.

For the purpose of this report, the concept of valence will be operationalized as the individual’s preference for one (second level) outcome over another. To measure

outcome preference, the participants were asked to assign a rating to a cadre of 13 outcomes.¹⁴ The individual ratings were then classified as positive, negative, or neutral. Based on Vroom's model, outcomes rated as positive will be viewed as preferred outcomes and, therefore, their relevance with respect to the decision to select the position of Superintendent will be regarded as significant.

It must be noted, however, that research into the issue of occupational choice has shown that certain factors are inherently viewed as more important than others. For instance, this research has highlighted the relative significance of intrinsic factors as opposed to their extrinsic counterparts (Mitchell & Albright, 1972). Intrinsic factors are self-generated forces that are designed to enhance an individual's self-concept (Quinn, Faerman, Thompson, & McGrath, 2003). Within the context of the workplace, intrinsic factors may include increased responsibility, advancement opportunities, achievement, or a sense of accomplishment. On the other hand, extrinsic (external) factors are forces that operate outside the individual and, as such, they have a tangible reality (Quinn et al., 2003). In the environment of the workplace, extrinsic forces may be comprised of a number of issues, such as salary, working conditions, or prestige.

In studying the issue of workplace motivation, Herzberg defined extrinsic and intrinsic factors in terms of their respective roles within the motivational process. According to Herzberg (1968), extrinsic (hygiene) factors function as job dissatisfiers, in that their absence will lead to dissatisfaction. However, as Herzberg (1968) notes, the presence of these factors will not result in job satisfaction; their existence will simply reduce the level of dissatisfaction among employees. Since extrinsic factors do not engender job satisfaction, their ability to encourage real motivation is limited. On the other hand, intrinsic factors or motivators function as job satisfiers because they fulfill the "... individual's need for self-actualization and self-realization in his work," (House & Wigdor, 1967, p. 370). Herzberg (1968) suggests that their ability to satisfy these needs results in the development of strong levels of motivation. As such, intrinsic factors are viewed as the true motivators of behavior in the workplace.

Given the relative importance of intrinsic factors, it is not surprising to note that current research into the issue of occupational choice (Aycan & Fikret-Pasa, 2003; Fish & Wood, 1997; Gianakos, 2001; Harris, Gavel & Young, 2005) has shown that individuals place greater emphasis on intrinsic outcomes when selecting a career. It is possible that the participants will have a greater affective orientation toward these outcomes; therefore, the relevant outcomes generated for this report will be separated into these two categories.

3.6.1.2 Expectancy

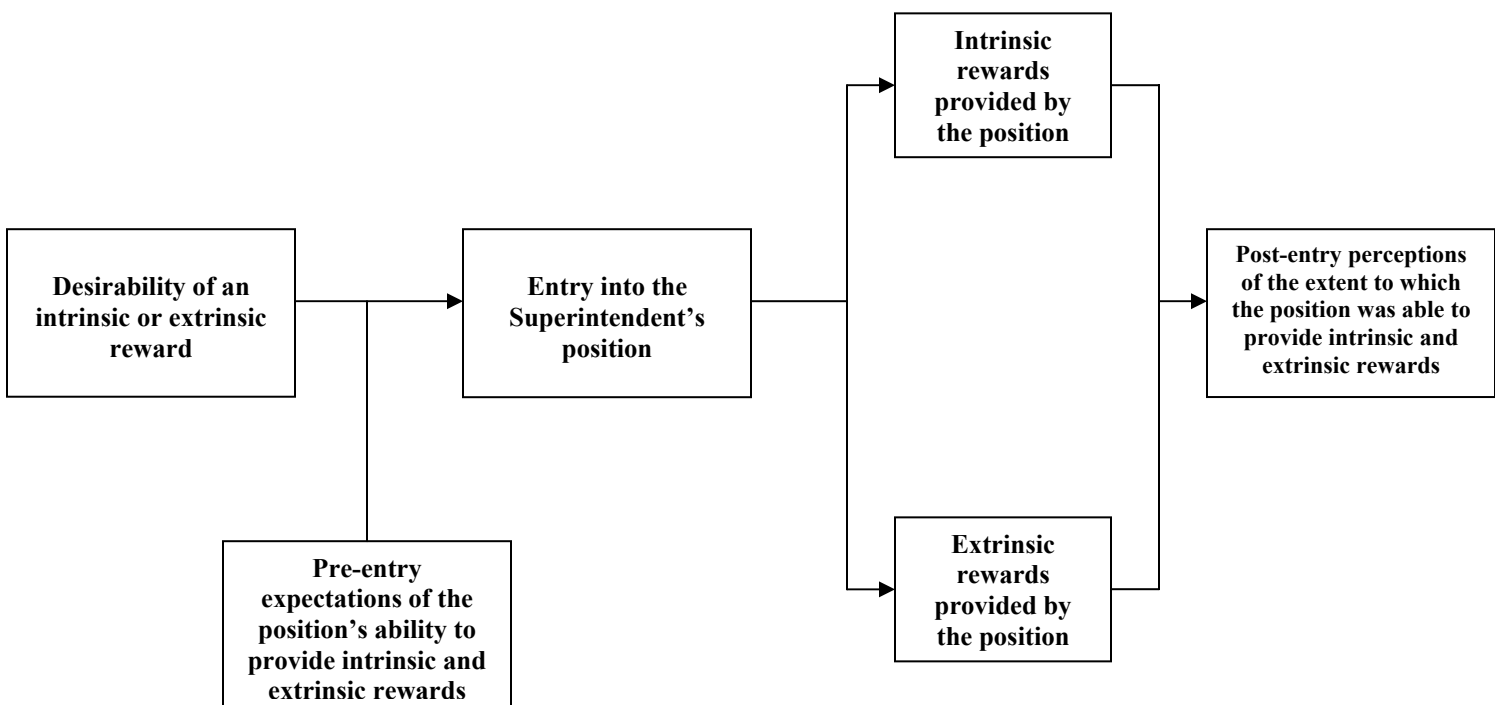
Vroom (1964) defines expectancy as the subjective probability of attainment. However, as some have noted, this definition is rather ambiguous when applied to the issue of occupational choice (Brooks & Betz, 1990). It is not surprising, therefore, to see that the concept has been operationalized in a variety of ways (Brooks & Betz, 1990 & Wheeler

¹⁴ See Chapter 4 for an explanation of the process used in the selection of these outcomes

& Mahoney, 1981; Vroom, 1964). Because this report is designed to provide a post factum or retrospective analysis, a distinct definition of expectancy will be required.

As mentioned, this study addressed two central issues. The first examines the extent to which certain work related outcomes are regarded as desirable by those who are considering making the transition to the Superintendent's position. The second concerns the degree to which one's preconceived notions of the job are congruent with its realities. Individuals who make a career decision on the basis of the belief that certain extrinsic and intrinsic outcomes (rewards) will be satisfied by an occupation may find that their perceptions differ once they complete the transition to their new position. In other words, the positive or negative experiences that one encounters after entering the occupation may differ from that which he or she expected to encounter (Porter & Steers, 1973). For the purpose of this report, the operational definition of expectancy will center on the extent to which the individual's post-entry experiences were congruent with his or her pre-entry expectations. The operational definitions of both valence and expectancy are derived from the following conceptual model (Figure 3).

Figure 3: Conceptual Model



As the model demonstrates, valence is viewed as the affective orientation or desirability that one holds toward an intrinsic or extrinsic reward. An individual will be attracted to and, ultimately, enter the Superintendent's position if he or she believes that it will fulfill a reward. The belief in the ability of the position to satisfy a reward is defined as the individual's initial or pre-entry expectations. These initial expectations provide a standard of comparison against which the individual can compare his or her post-entry

experiences. The extent to which these expectations were met/unmet depends on one's subjective perception of the difference between his or her initial expectations and the actual experiences on the job.

3.7 Conclusion

The primary objective of this chapter was to review and discuss the literature relevant to the issue of career selection. The chapter began by reviewing Vroom's expectancy theory of motivation. It then examined the two predictive models of occupational choice that have been generated on the basis of this theory. Finally, the theoretical framework employed for this report was delineated. In the next chapter, the methodology used for this study will be discussed.

CHAPTER 4 METHODOLOGY

4.1 Introduction

In order to fulfill the goals and objectives of this report, an appropriate research design must be devised. As O'Sullivan, Rassel, and Brener (2003) note, the importance of this task cannot be underestimated. The absence of a well-defined and sound research design will likely lead to a multitude of problems and issues, not the least of which includes inaccurate and flawed results (O'Sullivan et al., 2003).

Given the importance of formulating an effective research design, this section of the report will provide a detailed discussion of the design that was selected. The section will begin by outlining the rationale used in selecting this particular research design. It will then outline the steps in the research process including the selection and development of the measuring instrument, the sampling procedure, and the method of data analysis. Finally, any ethical considerations and reliability and validity issues will be discussed.

4.2 Research Design

For the purpose of this report, a quantitative cross-sectional research design was selected. In choosing this particular method, the author based his decision on the criteria outlined by O'Sullivan et al. (2003). In their estimation, cross-sectional designs are best suited for studies that contain one or more of the following conditions:

1. A focus on obtaining information concerning the opinions and attitudes of the subjects
2. A large number of variables
3. A large group of subjects
4. A widely dispersed target population
5. A focus on exploratory research

An analysis of the characteristics associated with this project reveals the presence of at least three of these conditions. First, this report was designed to identify the factors that influence one's decision to become a superintendent. In the opinion of the author, this is best accomplished by examining the thoughts, opinions, and perceptions of those who have made the transition to the position of Superintendent (Condition 1). Second, since the target population is relatively small, the author decided to include every member of the population in the sample; however, this cohort is dispersed throughout the province of British Columbia (Condition 4). Lastly, since the primary purpose of this study is to gather information concerning a subject about which relatively little is known, the use of a research design rooted in exploration was required (Condition 5). Thus, based on the presence of these conditions, a cross-sectional research design will be utilized for this report.

4.3 Instrumentation

To survey the thoughts, opinions, and perceptions of those who have made the transition to the position of Superintendent, a self-administered questionnaire was developed. Structurally, the survey consisted of 31 questions separated into three sections. The first section collected basic demographic information from the respondents. The second section focused on identifying the outcomes that were regarded as desirable. The remaining section measured the extent to which the subjects' expectations were met by the position. The questionnaire contained a mixture of both closed and open-ended questions. By design, the closed-ended questions were deliberately kept simple and precise and worded in such a manner as to avoid double-barreled or biased questions.

The content of the questionnaire was developed through an analysis of the relevant literature. A number of studies have identified several key outcomes associated with occupational choice (Brooks & Betz, 1990; Mitchell & Albright, 1972; Mitchell & Knudsen, 1973; Tan, 2000; Wheeler & Mahoney, 1981; Schnuth, Vasilenko, Mavis, & Marshall, 2003). On the basis of this analysis, a cadre of 13 outcomes was generated. Five of these outcomes were categorized as extrinsic factors while the other eight were characterized as intrinsic factors (see Table 1).

Table 1: Outcomes

<i>Outcome</i>	
<i>Intrinsic</i>	The opportunity for professional growth and development
	The opportunity for career advancement within the organization
	The opportunity to improve the organization
	The opportunity to have an influence over improvements to patient care
	The prospect of assuming new responsibilities and challenges
	The opportunity to make a contribution to my community
	Receiving recognition for superior job performance
	The opportunity to fully utilize my skills and abilities
<i>Extrinsic</i>	The level of compensation (salary and benefits) that superintendents receive
	The workload associated with the position of superintendent
	The amount of stress associated with the position of superintendent
	Potential impact on work/life balance
	Job security and stability

4.4 Measurement

As mentioned, the theoretical approach used for this report is predicated on the model of occupational choice outlined by Vroom. Based on this model, the motivation to select a career as a superintendent will be viewed as a function of the individual's desire to attain specific, highly valued outcomes and the expectation that the occupation will produce these outcomes.

The affective orientation (valence) that an individual holds toward an outcome(s) was measured using the following question: "When you were considering making the

transition to the Superintendent's position which of the following factors did you regard as incentives or disincentives in your decision to make the change?" The responses were rated on a seven-point Likert scale ranging from significant incentive (1) to significant disincentive (7). The extent to which an individual's expectations were met regarding these outcomes were measured by the question "Prior to assuming your current position as a superintendent, you may have had some expectations about it, Please indicate how well those expectations have been met by the reality of the job?" The responses were rated on a three-point Likert scale, which ranged from more than expected (1) to less than expected (3).

4.5 Procedure

The author, with the input of two other individuals, developed the standardized questionnaire for this report. Prior to its administration, the questionnaire was informally pre-tested to detect any issues with its contents or format. Based on the comments and suggestions of those who received the pre-test, the questionnaire underwent a series of revisions, resulting in a final version which was comprised of a total of 31 questions 26 of which contained subdivisions.

Once completed, the questionnaire was uploaded to the World Wide Web using Zoomerang online survey software. Permission to contact the participants was sought and obtained from the organization. Initial contact was accomplished through the use of a cover letter, which was sent to each member of the target population via the organization's internal email system. The cover letter, which served as a recruitment device, identified the author, outlined the rationale for the study, and provided a link to the survey. It also offered a guarantee that confidentiality and anonymity would be strictly maintained.

The survey was uploaded on May 16, 2008 and the cover letters were distributed the following day. The participants were requested to reply by June 15, 2008. By this date, the author obtained a response rate of 54% resulting in a total of 14 replies. The data was then analyzed using descriptive statistics.

4.6 Selection of the Participants and Sample Design

4.6.1: Selection of the Participants

The subjects for this report were selected on the basis of specific eligibility criteria as defined by the author. In this case, each participant was required to possess certain characteristics. For instance, he or she had to be currently employed as a superintendent with the BCAS; his or her position had to be permanent and not temporary; and, at one time, he or she had to have been a member of the bargaining unit. The author did not have direct contact with members of the target population; however, with the assistance of the organization, it was possible to verify the eligibility of the participants prior to the commencement of the study. Consequently, the author was able to determine, with absolute certainty, that each respondent met the eligibility criteria.

4.6.2: Sample Design

The use of a modified non-probability (purposive) sampling procedure underpins the sampling methodology used in this report. Although it is recognized that a random sample design is generally preferable to one based on a non-probability approach, the circumstances of this study dictated the use of the latter. In this case, the decision to forgo the use random sampling was based on the fact that the size of the target population was relatively small. Within the BCAS, there were a total of 26 superintendents who met the criteria of the study. Calculations conducted by the author revealed the minimum number of subjects required for a statistically representative sample (based on a 95% confidence level and a 5% confidence interval) was 24. Since this figure approximated the total population, the author decided to include every member of the sampling frame in the sample; therefore, a non-probability sample design was deemed to be the most appropriate method.

4.7 Data Analysis

For the purpose of this report, the analysis of the data was accomplished through the use of descriptive statistics. In this case, frequency distributions were compiled and the median was obtained for each variable (outcome). The results were then utilized to depict the perceptions of the respondents.

To conduct a descriptive statistical analysis, the data had to be converted into numerical values. This is accomplished through the process of coding. For the purpose of this study, the closed-ended questions were indexed using Likert scaling. That is, each question was assigned a set of ranked responses. For questions 3-15, the participants were offered seven potential response categories: significant incentive, moderate incentive, minimal incentive, neutral, minimal disincentive, moderate disincentive, and significant disincentive. Each response category was numerically coded on a seven-point Likert scale, which ranged from 1= significant incentive to 7= significant disincentive (see Table 2). However, for questions 16-28, the subjects were given three possible response categories: more than expected, about the same as expected, and less than expected. In this case, the numerical code ranged from 1= more than expected to 3= less than expected (see Table 3).

Table 2: Numerical Measures for Outcomes labeled 3-15

Significant Incentive	1
Moderate Incentive	2
Minimal Incentive	3
Neutral	4
Minimal Disincentive	5
Moderate Disincentive	6
Significant Disincentive	7

Table 3: Numerical Measures for Outcomes labeled 16-28

More than Expected	1
About the Same as Expected	2
Less than Expected	3

Upon return of the survey, the coded responses for each variable were summarized using a frequency distribution. As O’Sullivan et al. (2003), note, a frequency distribution is designed to list the number of observations for each response category in the Likert scale. These values can be expressed as either a total number or as a percentage. In this case, the summarized value for each response category will be presented as a total number.

In addition to the use of frequency distributions, the author also obtained the median for each variable (outcome). The utilization of this particular measure of central tendency was predicated on the fact that each variable was assigned a set of ranked response categories (ordinal scale). As O’Sullivan et al. (2003) indicate, the application of an ordinal scale rules out the use of other methods of evaluation, such as the mean or mode.

As noted, the survey contained both open-ended and closed-ended questions. Open-ended questions allow the participant to respond in his or her own words and therefore, the answers that are provided are textual in nature. However, textual information does not lend itself to statistical analysis. Therefore, to complete an analysis of the data derived from these questions, the author decided to utilize the technique of open coding. This process facilitates the reorganization of the raw data into defined categories based on a theme, idea, or concept (Del Balso & Lewis, 2001).

4.8 Validity and Reliability

4.8.1 Validity

The validity of any survey instrument depends on its method of construction as well as its ability to adequately address the issues for which it was created (O’Sullivan et al., 2003). In this case, the survey’s validity was established by determining the extent to which the operational definition was consistent with the conceptual definition, and whether the survey measured what it was designed to measure. For the purpose of this report, the conceptual definition of motivation has two major components, (1) the individual’s desire to attain highly valued outcomes, and (2) the expectation that these outcomes will be achieved if he or she pursues a career as a superintendent. To operationalize the conceptual definition, the author selected 13 variables (outcomes). Each variable included a list of response categories that were designed to measure (1) valence and (2) expectancy. Thus, in the opinion of the author, the operational definition and the conceptual definition are consistent. Further, based on the results of the pre-test and the peer review, the author is confident that the survey measured what it was designed to measure; therefore, it can be considered operationally valid. That said, it must be noted that, since the selection of the sample did not utilize a random sampling procedure, the

findings cannot be generalized to the entire population; consequently, external validity cannot be established.

4.8.2 Reliability

An instrument is considered reliable if it produces consistent results. A survey's reliability can be established through the use of statistical techniques or test-retest procedures (O'Sullivan et al., 2003). These methods are designed to measure an instrument's degree of random error; however, their use was deemed impractical for this study. Instead, determining the survey's reliability depends on the detection of any significant problems with the instrument.

According to O'Sullivan et al. (2003), an unreliable survey will produce “. . . observed differences between subjects or in the same subject over time . . .” (p. 110). To reduce this possibility, the researcher removed all vague and confusing phrases from the survey; created directions that were understandable and easy to follow; defined all relevant terms correctly and with precision; and ensured the Likert items contained all plausible responses. Although these methods cannot estimate the degree of random error, they can eliminate serious problems with the survey instrument and, in so doing, they can improve its reliability.

4.9 Ethical Considerations

Any research process that involves the use of human subjects will inevitably generate concerns regarding the ability to protect these individuals from harm (O'Sullivan et al., 2003). In other words, almost all research that requires the participation of human subjects has the potential to inflict harm in some manner. Generally speaking, those who participate in the type of research defined by this study are unlikely to be subjected to physical harm; however, they may endure feelings of emotional discomfort or they may experience a loss of privacy. In order to mitigate the potential for harm, the author utilized a reliable and rigorous ethical process.

Since the protection of those who decided to participate in this study was essential, the author employed a number of strategies designed to achieve this objective. For example, it is recognized that the concept of informed consent is a crucial element of any sound ethical procedure. As O'Sullivan et al. (2003), note, a potential subject must be provided with sufficient information to allow him or her to make “. . . an informed, voluntary decision to participate” (p. 247). In this case, the cover letter provided the basis of informed consent.

Because the research instrument used in this study is a web-based survey, the author did not have direct contact with the subjects; therefore, a cover letter provided the only viable means of achieving informed consent. The letter, which was sent to each participant, emphasized the voluntary nature of the research and the right of the subject to withdraw at any time. It also described the study's purpose, its procedures, as well as the potential risks to the participant. In addition, the letter listed the criteria for inclusion in the study

and it explained the extent to which the subject was expected to participate. It also described the manner in which the data would be disseminated. Finally, the letter assured the participants that confidentiality and anonymity would be strictly maintained.

To protect the privacy of the participants, the author removed all potential identifiers from the data collected for this report. As a result, the data could not be traced to a specific respondent. Nevertheless, it must be noted that an email list, which contained the names of those included in the target population, was obtained from the organization. The list was used to distribute the cover letter and therefore, its acquisition was essential to the process. Because this list contained personal identifiers, it was stored in a secure location and destroyed upon completion of the project.

For the purpose of this report, the data collected from the respondents was transmitted using the process of encryption. The application of this process prevented the data from being decoded by unauthorized parties. Further, the information provided by the respondents was stored in a secure electronic file. During the course of the study, the author and one other person were the only individuals who had access to this file. Upon completion of the study, the information contained in the file was deleted. The final report was comprised of summarized data. As such, it did not contain any direct or indirect quotations, which could be attributed to a specific individual. Although it is not possible to provide an absolute guarantee of confidentiality and anonymity, the author is confident that the measures outlined above are sufficient to ensure the privacy of the respondents.

4.10 Conclusion

This chapter provided an illustration of the methodology utilized for this report. It began with a discussion of the research design employed by the investigator. It then described the selection and configuration of the research instrument, and it offered an explanation of the sampling design that was used. The chapter also discussed the method of data analysis, issues of reliability and validity, as well as any ethical considerations associated with the study. The following chapter describes the findings of the report.

CHAPTER 5 FINDINGS

5.1 Introduction

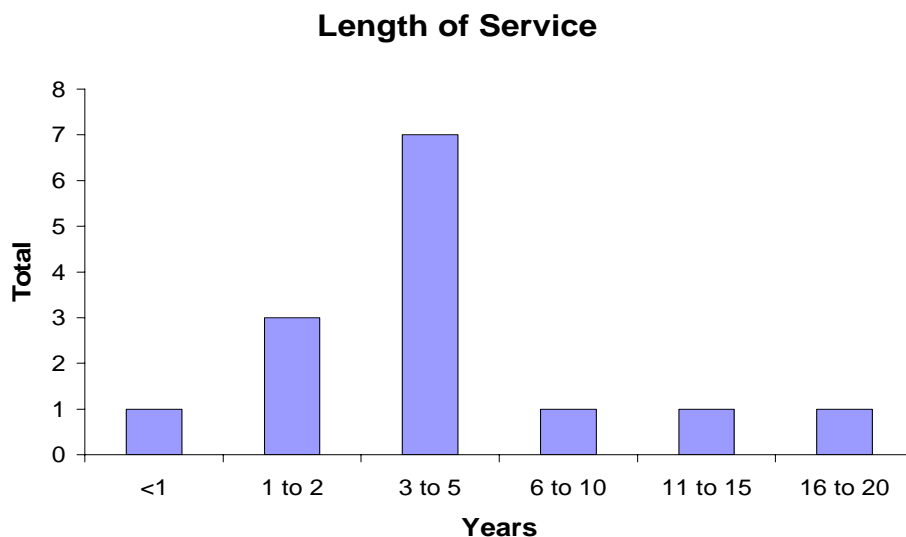
For the purpose of this report, occupational choice is regarded as a function of the interaction between valence and expectancy. As noted, valence is defined as the positive or negative value that an individual assigns to a given outcome; expectancy refers to the individual's belief that a “. . . particular action will lead to a certain outcome” (Uwakweh, 2006). Based on this framework, the motivation to select a career as a superintendent is considered a function of the individual's desire to attain specific, highly valued outcomes and the expectation that the occupation will generate these outcomes.

With this in mind, this inquiry sought to identify the work related outcomes that appeared attractive or unattractive to the individual. Further, it assessed whether the expectations associated with these outcomes were satisfied by the Superintendent's position. To accomplish this objective, the study surveyed the attitudes and opinions of those who have made the transition to this role. This chapter will begin by describing the demographics of the sample population and then it will provide a summary of the results.

5.2 Participant Demographics

The sample population of this study was comprised of BCAS superintendents. All were classified as permanent and all had previously held positions within the bargaining unit. The length of service as a superintendent varied within the group, ranging from less than 1 year to more than 16. For the majority of the participants (n=11), however, the length of service ranged from one to five years.

Figure 4: Length of Service



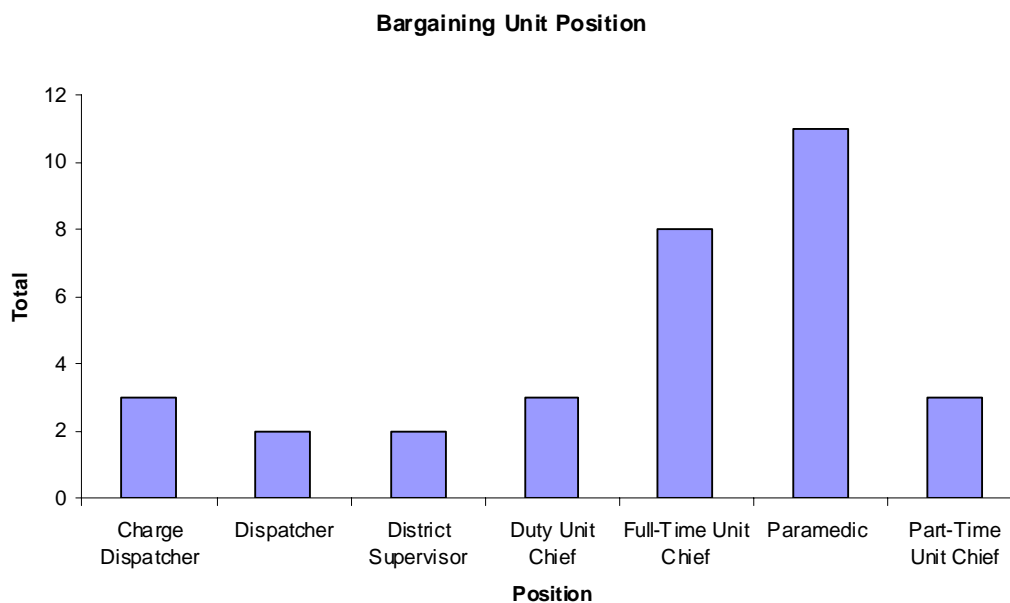
The data revealed the majority of the respondents held multiple positions within the bargaining unit (see Table 4). Of the 14 persons responding to the second question, a total of 10 indicated they had held at least 2 positions within the bargaining unit. It must be noted, however, that this question was designed to ascertain the number of positions held by each respondent during his or her tenure as a unionized employee; it was not designed to determine if these positions were held concurrently.

Table 4: Number of Bargaining Unit Positions Held

Position	Participant													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Full-Time Unit Chief	•		•			•	•		•	•		•		•
Part-Time Unit Chief			•	•				•						
Charge Dispatcher					•								•	
Duty Unit Chief							•	•						•
District Supervisor				•							•			
Paramedic	•	•	•	•		•	•	•	•			•	•	•
Dispatcher												•	•	

An examination of the data demonstrates the majority of the respondents (n=11) reported holding the position of Paramedic. Further, a total of eight indicated they had been employed as Full-time Unit Chiefs within the organization. The positions of Part-time Unit Chief, Charge Dispatcher, and Duty Unit Chief were each held by three respondents. Lastly, a total of four individuals indicated they were employed as District Supervisors or Dispatchers. Figure 5 provides a graphic summary of the results.

Figure 5: Bargaining Unit Position



5.3 Results from the Quantitative Analysis

The questionnaire was uploaded by the host server in May of 2008. A supplementary cover letter with a link to the survey was then sent, via email, to every superintendent who met the criteria of the study (n=26). The participants were informed that access to the survey would be guaranteed for a period of four weeks. At the end of this interval, a total of 14 questionnaires were returned resulting in a response rate of 54%.

The analysis, interpretation, and presentation of the quantitative data were accomplished through the use of descriptive statistics. Specifically, frequency distributions were compiled and the means were obtained for both valence and expectancy. The rationale for the use of frequency distributions was based on the fact that they offer a straightforward and effective method of summarizing information. The median was selected because it is the most appropriate method for describing “. . . the central tendency of scores in an ordinal scale . . .” (Siegal, 1957, p.16).

5.3.1 Valence

Research into the issue of occupational choice has demonstrated that an individual’s attraction to a particular occupation is dependent on its perceived ability to satisfy certain highly valued rewards or outcomes. According to Vroom (1964), an individual’s affective orientation (valence) towards these outcomes can be classified as either positive, negative, or neutral. An outcome that is categorized as positively valent is regarded as important and desirable; therefore, the person will prefer to attain it (Vroom, 1964). Conversely, an outcome that is classified as negatively valent will be viewed as undesirable; as such, the individual will prefer not to attain it (Vroom, 1964). An outcome that is assigned a neutral rating suggests that the individual is indifferent to attaining it or not attaining it (Vroom, 1964).

To measure the concept of valence, the participants were asked to indicate their affective orientation toward a series of 13 outcomes using a 7-point Likert scale, with 1 indicating ‘significant incentive’ and 7 indicating ‘significant disincentive.’ It has been established that an individual may attach a positive, negative, or neutral valence to a particular outcome. Therefore, for the purpose of this report, responses labeled ‘significant incentive (1),’ ‘moderate incentive (2),’ and ‘minimal incentive (3)’ will be regarded as strongly positive (highly desirable), moderately positive (desirable), and nominally positive (slightly desirable) respectively; conversely, responses labeled ‘significant disincentive (7),’ ‘moderate disincentive (6),’ and ‘minimal disincentive (5)’ will be considered strongly negative (highly undesirable), moderately negative (undesirable), and nominally negative (slightly undesirable). A neutral valence will, of course, correspond to a response labeled ‘neutral (4).’

From the medians, it was observed that the respondents considered 10 outcomes as positively valent; 1 was considered negatively valent; and 2 were assigned a neutral designation. In addition, further analysis suggests the participants viewed the majority of the positively defined outcomes (n=6) as moderately positive (desirable). However, the

‘prospect of assuming new responsibilities and challenges’ was regarded as strongly positive (highly desirable). With respect to the lone negatively defined outcome, it was assigned a moderately negative (undesirable) classification (see Table 5).

The frequency distribution displayed similar results, in that the majority of those who responded to the survey assigned a rating of ‘significant incentive,’ ‘moderate incentive,’ or ‘minimal incentive’ to 10 of the 13 outcomes, indicating that the respondents viewed these variables as positively valent. On the other hand, the data revealed a comparatively equal distribution between the various response categories for the issues of ‘compensation’ and ‘stress.’ This suggests the respondents retained a relatively neutral orientation towards these outcomes. With respect to the issue of ‘workload,’ the data showed the majority of the respondents regarded this outcome as negatively valent (see Table 5).

Table 5: Median/Frequency Distributions for Valence

Category	Outcome	Median	Frequency Distribution							Desirability
			Significant Incentive	Moderate Incentive	Minimal Incentive	Neutral	Minimal Disincentive	Moderate Disincentive	Significant Disincentive	
<i>Intrinsic</i>	Opportunity for professional growth and development	2	5	5	3	0	0	1	0	Desirable
	Opportunity for career advancement within the organization	2	1	9	1	2	1	0	0	Desirable
	Opportunity to improve the organization	2	6	5	2	0	1	0	0	Desirable
	Opportunity to have an influence over improvements to patient care	2	6	4	1	3	0	0	0	Desirable
	Opportunity to make a contribution to my community	2	3	6	3	2	0	0	0	Desirable
	Prospect of assuming new responsibilities and Challenges	1	10	3	1	0	0	0	0	Highly Desirable
	Receiving recognition for superior job performance	3	1	4	5	2	0	1	1	Slightly Desirable
	Opportunity to fully utilize my skills and abilities	2	4	6	3	0	0	1	0	Desirable
<i>Extrinsic</i>	The level of compensation (salary and benefits) that superintendents receive	4	0	5	2	0	3	1	3	Neutral
	The workload associated with the position of superintendent	5	0	3	0	3	3	4	1	Undesirable
	The amount of stress associated with the position of superintendent	4	0	1	0	8	1	4	0	Neutral
	Potential impact on work/life balance	3	0	4	4	2	2	2	0	Slightly Desirable
	Job security and stability	3.5	1	2	4	3	4	0	0	Slightly Desirable

5.3.2 Expectancy

Expectancy is defined as the extent to which the individual's post-entry experiences are congruent with his or her pre-entry expectations. To measure this concept, the participants were asked to indicate how well their initial expectations were met by the reality of the job. The responses were recorded on a three-point Likert scale, with 1 indicating, 'more than expected' and 3 indicating 'less than expected.'

Table 6: Median/Frequency Distributions for Expectancy

Category	Outcome	Median	Frequency Distribution			Expectation	Desirability
			More than Expected	About the Same As Expected	Less than Expected		
<i>Intrinsic</i>	Opportunity for professional growth and development	2	2	6	6	Met (with limitations)	Desirable
	Opportunity for career advancement within the organization	2	1	10	3	Met	Desirable
	Opportunity to improve the organization	2	0	8	6	Met (with limitations)	Desirable
	Opportunity to have an influence over improvements to patient care	3	0	6	7	Not Met	Desirable
	Opportunity to make a contribution to my community	2	0	10	4	Met	Desirable
	Prospect of assuming new responsibilities/challenges	2	5	9	0	Met	Highly Desirable
	Receiving recognition for superior job performance	2	0	10	4	Met	Slightly Desirable
	Opportunity to fully utilize my skills and abilities	2	3	9	2	Met	Desirable
<i>Extrinsic</i>	The level of compensation (salary and benefits) that superintendents receive	2.5	1	6	7	Not Met	Neutral
	Workload associated with the position of superintendent	1	12	2	0	Exceeded	Undesirable
	Amount of stress associated with the position of superintendent	1	9	5	0	Exceeded	Neutral
	Potential impact on work/life balance	2	6	5	3	Met	Slightly Desirable
	Job security and stability	2	1	11	2	Met	Slightly Desirable

Table 6 relates both the frequency distribution and medians for expectancy. An analysis of the results demonstrates that the position met the participants' expectations for nine of the outcomes, which indicates that, for the most part, their expectations were fulfilled. However, the results also reveal the position exceeded or failed to meet their expectations regarding four of the outcomes. For example, according to the frequency distributions, the majority of the participants assigned a rating of 'more than expected' to the issues of 'workload' and 'stress,' indicating that their expectations were exceeded. On the other hand, the data suggest that the participants' expectations for 'compensation' and 'improving patient care' are less likely to be met. In each case, the response category labeled 'less than expected' contained the largest number of observations. However, it must be noted that the number of observations listed in this category does not represent a

significant majority; nevertheless, they do indicate that, in a general sense, the position failed to meet the expectations of the sample population.

Table 6 also offers a comparison between valence and expectancy. For the most part, the expectations were met for the majority of the outcomes deemed desirable. Again, some areas of concern relate to the issues of ‘improving the organization,’ ‘professional growth and development’ and ‘improving patient care.’ In these instances, the position is less likely to satisfy the expectations of the participants.

A retrospective analysis requires the participants to recall their pre-entry expectations after having been employed as a superintendent. Unfortunately, this type of analysis presents two basic problems. First, the subjects may not remember their pre-entry expectations. Second, the recollection of these expectations may be unjustifiably influenced by their current experiences on the job. For this reason, the results for expectancy will be further analyzed on the basis of the time spent as a Superintendent.

Table 7: Expectancy Rating by Length of Service

Category	Outcome	Sample Population (n=14)	Two years of Service or Less (n=4)	3-5 Years of Service (n=7)	More than Six Years of Service (n=3)
<i>Intrinsic</i>	Opportunity for professional growth and development	About the same as expected	About the same as expected	Less than expected	About the same as expected
	Opportunity for career advancement within the organization	About the same as expected	About the same as expected	About the same as expected	About the same as expected
	Opportunity to improve the organization	About the same as expected	About the same as expected	About the same as expected	Less than expected
	Opportunity to have an influence over improvements to patient care	Less than expected	About the same as expected	Less than expected	About the same as expected
	Opportunity to make a contribution to my community	About the same as expected	About the same as expected	About the same as expected	About the same as expected
	Prospect of assuming new responsibilities and challenges	About the same as expected	About the same as expected	About the same as expected	About the same as expected
	Receiving recognition for superior job performance	About the same as expected	About the same as expected	About the same as expected	Less than expected
	Opportunity to fully utilize my skills and abilities	About the same as expected	About the same as expected	About the same as expected	About the same as expected
<i>Extrinsic</i>	The level of compensation (salary and benefits) that superintendents receive	Less than expected	About the same as expected	About the same as expected	Less than expected
	Workload associated with the position of superintendent	More than expected	More than expected	More than expected	More than expected
	Amount of stress associated with the position of superintendent	More than expected	More than expected	More than expected	More than expected
	Potential impact on work/life balance	About the same as expected	About the same as expected	More than expected	More than expected
	Job security and stability	About the same as expected	About the same as expected	About the same as expected	About the same as expected

Table 7 summarizes the frequency distributions for expectancy based on the length of service as a Superintendent. For the purpose of this analysis, the sample population was divided into three cohorts. As the data demonstrate, there is some variation between these groups. For example, compared to the other two cohorts, those who had more than six years of service held the belief that the position failed to meet their expectations with respect to the issues of ‘compensation,’ ‘receiving recognition,’ and ‘improving the organization.’ A similar result was observed for those who had 3-5 years of service. In

this case, the expectations of this cohort were not met for ‘professional growth’ and ‘improving patient care.’ Again, these findings differ from the rest of the sample population. Despite these variances, however, the results suggest that the expectations of these cohorts are largely similar.

5.4 Results from the Qualitative Analysis

The analysis of the qualitative data was accomplished through the use of a statistical technique known as coding. Coding can be defined as the practice of organizing and segmenting raw data into a series of categories based on an idea, concept, or theme (Del Balso & Lewis, 2001). In this case, the author began the process by examining each line of the transcript, searching for commonalities in the text. Similar passages were then grouped into larger categories of meaning from which specific themes emerged. The following will provide a summary of the results.

Question 29

Based on your experience as someone who has made the transition to the Superintendent’s position, what are some of the characteristics of the position that you believe might attract someone like yourself to a career as a superintendent?

The respondents indicated that there are a number of attributes associated with the position, which, they believe, may appeal to those who are considering a career as a superintendent. For example, several participants felt the position provides sufficient opportunities to participate in organizational change and development. Others commented on the fact that the position allowed them to work as part of a team. Additionally, some participants valued the prospect of providing support to frontline staff, particularly to those who have recently been hired as paramedics. Some were impressed by the challenging nature of the position; while others valued the opportunity to expand their skill set. Lastly, a number of the participants appreciated the shift patterns, which offered flexible working hours and limited night shifts.

Question 30

Based on your experience as someone who has made the transition to the Superintendent’s position, what are some of the characteristics of the position that you believe might discourage someone like yourself from pursuing a career as superintendent?

An examination of the data reveals the presence of a number of factors that have the potential to dissuade individuals from pursuing a career as a superintendent. For instance, the majority of the participants voiced concerns regarding the level of compensation that superintendents receive, especially when compared with some members of the bargaining unit. In this case, a number of the respondents indicated that a Superintendent’s salary is generally lower than that of a District Supervisor, Unit Chief or other high-ranking member of the bargaining unit. In addition, the participants suggested that the benefit

package they currently receive is inadequate when measured against the benefits received by unionized personnel. Lastly, some lamented the fact that there is a lack of remuneration for overtime, which, again, is contrary to the situation experienced by the organization's unionized employees.

Another issue identified as a possible impediment to the successful recruitment of personnel was workload. Workload, in this context, can be separated into two categories, the number of hours that an individual is required to work and the amount of work that one is required to perform. Many of the respondents indicated that the demands of the occupation require extended hours (beyond their regular office hours). Additionally, several respondents deemed the amount of work as excessive. Unfortunately, as some mentioned, the combination of these two factors is impacting the balance between their work and home life.

While compensation and workload were frequently defined as important issues, the respondents also identified other factors that may discourage unionized employees from pursuing a career as a superintendent. Although not extensively referenced, these factors, nevertheless, should be considered significant. They can be summarized as follows:

- A lack of recognition, appreciation, and acknowledgement from upper management
- A vague job description for the Superintendent's position
- The loss of one's paramedic license
- A lack of resources which impacts one's ability to fulfill his or her duties as a superintendent
- Inadequate opportunities for professional development

Question 31

In your opinion, what can the organization do to attract members of the bargaining unit to the Superintendent's position?

From the participants' perspective, the organization will need to address a number of key issues in order to attract members of the bargaining unit to the Superintendent's position. As the respondents indicate, these issues can be separated into three categories: compensation, workload, and professional development.

As noted, several respondents voiced concern regarding the compensation differences between the organization's superintendents and its unionized employees. To address this issue, the subjects suggested the following:

- Increase base pay
- Provide compensation for being "on call"
- Recognize overtime

In addition to the issue of compensation, the respondents alluded to the fact that the workload associated with the position was excessive. The subjects recognized that a high

workload would likely discourage individuals from pursuing a career in this field. Therefore, to resolve this issue, some participants advocated an increase in the number of superintendents. Finally, several mentioned the need to provide sufficient opportunities for professional growth and development. According to the respondents, the organization's efforts in this area are, at present, inadequate, and, therefore, to attract individuals to this position, the participants suggested an educational/development plan to support and enhance professional growth.

5.5 Conclusion

The survey was designed to accomplish two objectives. First, it measured the extent to which certain work related outcomes appeared attractive or unattractive to the respondents. Second, it sought to determine if the individual's expectations regarding these outcomes were satisfied by the Superintendent's position.

The quantitative findings indicate the majority of the work related outcomes listed in this report received a desirable rating by the respondents. One outcome, however, was regarded as undesirable and two were assigned a neutral value. The data also suggest the position, to a large extent, met the expectations of the participants; although, it must be noted, it failed to meet or exceeded the expectations of the sample population with respect to four outcomes.

The analysis of the qualitative data suggests that there are attributes of the position, which may appeal to those who are considering a career as a superintendent. Yet, the results also highlight the importance of addressing several key issues in order to attract and retain individuals to this position. Specifically, the respondents mentioned the need to deal with the disparity in compensation levels between superintendents and unionized employees. They also emphasize the need to address the issue of workload. Finally, the participants stressed the importance of providing sufficient opportunities for professional growth and development.

Chapter 6 Discussion and Recommendations

6.1 Introduction

The aim of this report is to identify the outcomes (rewards) that an individual expects to attain as a result of entering the occupation of Superintendent as well as to determine the extent to which the position satisfies these expectations. To accomplish these objectives, a survey was developed and administered to the organization's current superintendents. The findings of the survey were reported in the previous chapter. The purpose of this section is to present a discussion of the results and offer recommendations.

6.2 Discussion

Valence

Based on the theoretical framework outlined in chapter 3, this investigation sought to determine those particular outcomes deemed desirable. To accomplish this objective, this report measured the respondents' affective orientation (valence) toward a series of 13 work related outcomes. Eight of these outcomes were classified as intrinsic while five were categorized as extrinsic. The quantitative data revealed that, as a whole, the subjects viewed each intrinsic outcome as desirable while only two extrinsic outcomes were perceived in a similar manner (see Table 8).

Table 8: Outcomes Rated as Desirable

Outcome	Intrinsic/Extrinsic	Desirability
Opportunity for professional growth and development	Intrinsic	Desirable
Opportunity for career advancement within the organization	Intrinsic	Desirable
Opportunity to improve the organization	Intrinsic	Desirable
Opportunity to have an influence over improvements to patient care	Intrinsic	Desirable
Opportunity to make a contribution to my community	Intrinsic	Desirable
Prospect of assuming new responsibilities and challenges	Intrinsic	Highly Desirable
Receiving recognition for superior job performance	Intrinsic	Slightly Desirable
Opportunity to fully utilize my skills and abilities	Intrinsic	Desirable
Potential impact on work/life balance	Extrinsic	Slightly Desirable
Job security and stability	Extrinsic	Slightly Desirable

The pattern of the results suggests the participants are attracted to the Superintendent's position based on a combination of both intrinsic and extrinsic outcomes. However, it also appears the participants placed greater emphasis on those outcomes classified as intrinsic. This is consistent with the prevailing literature, which suggests that intrinsic factors play a larger role in the selection of an occupation than their extrinsic counterparts. As Herzberg (1968) notes intrinsic outcomes are regarded as job satisfiers because they tend to fulfill higher order needs, such as self-actualization and self-

realization. It is not surprising, therefore, that these outcomes are regarded as important elements in one's decision to select a career as a superintendent.

The significance of intrinsic rewards also emerged from the qualitative data. For instance, the respondents identified a number of job related outcomes that may function as important attractors. They include:

- The prospect of continued professional growth and development
- The possibility of assuming new responsibilities and challenges
- The opportunity to participate in organizational development
- The opportunity to work as part of a team
- The possibility for continued career advancement

In contrast, both the quantitative and qualitative data listed a limited number of extrinsic outcomes (job security and stability, restricted night shifts, flexible hours, a healthier balance between work and life) as attractors. The fact that the participants assigned a lesser degree of importance to these outcomes is not unexpected because, unlike their intrinsic counterparts, extrinsic outcomes do not contribute to the fulfillment of higher order needs.¹⁵ However, as Herzberg (1968) indicates, the absence of extrinsic factors can lead to dissatisfying experiences on the job; therefore, despite their reduced level of significance in relation to intrinsic outcomes, they can, nevertheless, be regarded as essential factors in the decision to pursue a career as a superintendent.

Expectancy

As indicated in the conceptual model (Figure 3), expectancy is operationally defined as the extent to which the individual's post-entry experiences were congruent with his or her pre-entry expectations. To measure expectancy, the respondents were asked to indicate the degree to which the position of Superintendent met their expectations using a three point Likert scale.

An examination of the data (see Table 9) reveals the Superintendent's position is managing to meet the participants' expectations for the majority (n=9) of the outcomes rated as desirable. Based on these results, it is reasonable to assume that the organization is providing sufficient opportunities to fulfill these outcomes, particularly with respect to the following:

- Job security and stability
- Receiving recognition for superior job performance
- The opportunity for career advancement within the organization
- The prospect of assuming new responsibilities and challenges
- The opportunity to fully utilize one's skills and abilities

¹⁵ In terms of desirability, the data suggest that extrinsic outcomes are (1) not as numerous as their intrinsic counterparts and (2) their relative value is less than the majority of the intrinsic outcomes.

Table 9: Summary of the Results

Category	Outcome	Desirability	Expectations
<i>Intrinsic</i>	Opportunity for professional growth and development	Desirable	Met (with limitations)
	Opportunity for career advancement within the organization	Desirable	Met
	Opportunity to improve the organization	Desirable	Met (with limitations)
	Opportunity to have an influence over improvements to patient care	Desirable	Not Met
	Opportunity to make a contribution to my community	Desirable	Met
	Prospect of assuming new responsibilities/challenges	Highly Desirable	Met
	Receiving recognition for superior job performance	Slightly Desirable	Met
	Opportunity to fully utilize my skills and abilities	Desirable	Met
<i>Extrinsic</i>	Level of compensation (salary and benefits) that superintendents receive	Neutral	Not Met
	Workload associated with the position of superintendent	Undesirable	Exceeded
	Amount of stress associated with the position of superintendent	Neutral	Exceeded
	Potential impact on work/life balance	Slightly Desirable	Met
	Job security and stability	Slightly Desirable	Met

Although the position largely satisfied the initial expectations of the participants, there are instances where this is not the case. According to Wanous, Poland, Premock, and Davis (1992), unmet expectations can be expressed in terms of underfulfillment or overfulfillment. That is, based on the comparison between what is expected and what is experienced, an individual may hold the perception that the occupation either exceeded or failed to meet his or her initial expectations (Wanous et al., 1992). In this case, the issues of workload and stress were rated as ‘more than expected’ by the majority of the subjects, indicating their expectations were overfulfilled. Based on these results, it appears the respondents were not prepared for the amount of work or the number of hours required by the position or for the level of stress associated with it. In the same way, the issues of ‘compensation,’ ‘improving patient care,’ and, to a lesser extent, ‘professional development’ and ‘improving the organization’ received a ‘less than expected’ rating by a significant number of the participants, which suggests their expectations were underfulfilled. Unfortunately, this indicates their actual experiences in these areas are worse than what they anticipated.

6.3 Recommendations

For the purpose of this report, the decision to select a career as a superintendent is regarded as a function of the individual’s desire to attain certain highly valued outcomes and the expectation that the occupation will provide these outcomes. With this in mind, this investigation sought to identify specific outcomes that appeared attractive or unattractive to the individual. Further, it assessed whether the expectations associated with these outcomes were satisfied by the Superintendent’s position. The results suggest that the participants are attracted to the position based on a combination of both intrinsic and extrinsic outcomes. The data also indicate that, in certain cases, the participants’ expectations regarding these outcomes were not met.

Based on the results of this report, intervention measures that are designed to improve the attraction and retention of personnel should be directed toward addressing the deficiencies in both intrinsic and extrinsic job related factors. To this end, the following recommendations are offered:

I. The organization should consider investigating options for increasing the level of compensation (salary and benefits) for the Superintendent's position

Although compensation was not viewed as a significant attractor, the results of this report suggest that, upon entering the position, the issue becomes a source of job dissatisfaction. The basis for this dissatisfaction appears to be related to the perception that superintendents may earn less than some of those whom they supervise. For instance, according to the data, there is a perceived lack of parity in compensation levels between the organization's superintendents and some members of the bargaining unit. Undoubtedly, these differences are viewed as unfair and this, in turn, has stimulated a certain level of frustration and dissatisfaction among those who participated in this report.

Based on the results of this study, it is clear the organization is having some difficulty meeting the expectations of the participants with respect to the issue of compensation, particularly as it relates to the differences that exist between some members of the bargaining unit and the organization's superintendents. To address this disparity, the BCAS should consider increasing the level of compensation for the Superintendent's position, either through a possible increase in base salary, or through other forms of compensation, such as on call pay and remuneration for overtime.

II. The organization should consider creating an educational development plan for the organization's superintendents

As the results of this report indicate, the majority of the participants rated the opportunity for professional growth and development as desirable. The fact that this outcome is viewed as attractive reflects the realization that the subjects regard this outcome as necessary to satisfy the need for personal growth. However, it is also evident that the organization is having limited success in meeting the expectations of the participants. Therefore, to promote the professional growth and development of its superintendents, the organization should consider implementing an educational development plan to enhance the skills and knowledge of these individuals on an ongoing basis.

III. The organization should consider increasing the number of superintendent positions

In deciding to pursue a career as a superintendent, the data suggest the majority of the participants tend to regard the issue of workload as undesirable. In assigning this rating, it is reasonable to assume the participants had some prior knowledge

concerning the amount of work required for this position and therefore, they are apt to view the issue of workload as adverse. Yet, based on the findings of the quantitative and qualitative data, it is also evident, that the expectations of the subjects were exceeded with respect to this outcome.

From these results, it can be said that the majority of the participants find the amount of work associated with this position to be excessive. Unfortunately, the data also reveal that excessive workload is provoking a certain level of dissatisfaction among the respondents. In order to reduce this level of dissatisfaction, it will be necessary to lessen the amount of work that the participants are required to perform. Therefore, the organization should consider increasing the number of superintendent positions to distribute the workload.

IV. The organization should consider implementing the process of job enrichment (vertical job loading)

The results of the report suggest that those who choose a career as a superintendent do so in an attempt to fulfill higher order needs, such as the need for achievement, responsibility, personal fulfillment, or recognition. Thus, to attract and retain individuals to this position, the organization will need to provide continued opportunities for growth in these areas.

Within the environment of the workplace, the tasks associated with the job itself provide a means through which higher order needs are fulfilled. Adding meaningful tasks that are both challenging and interesting will improve the likelihood that these needs will be satisfied. For instance, the quantitative and qualitative data suggest that the opportunity to have an influence over improvements to patient care is viewed as desirable by the participants, yet it is also evident that their expectations are not being met regarding this outcome. Hence, it appears the organization is providing limited opportunities in this area.

Based on the results of this report, the BCAS should consider adopting the method of job enrichment. This process allows the organization to modify the nature of the job by adding meaningful tasks in order to increase the individual's level of responsibility and autonomy. If properly implemented, this approach should stimulate opportunities for continued psychological growth.

6.4 Limitations of the Report

Although the results of this study are of potential significance to the organization, it must be noted, that there are some methodological issues that necessitate caution when interpreting the results. For instance, it is recognized that data gleaned from quantitative methodologies may not adequately reflect the thoughts and opinions of the participants; therefore, an epistemological approach that yields a greater level of depth and detail may be required. In this case, in-depth interviews conducted with members of the research population will likely elicit a more detailed understanding of the subject matter.

Another area of concern relates to the research design used in this report. In this case, the author selected a cross-sectional design; yet, when conducting a post factum or retrospective analysis, this method may be inappropriate because its use is based on two fundamental suppositions: (1) it is assumed the participants can accurately remember their pre-entry expectations and (2) it is assumed that the recollection of these expectations is not unjustifiably influenced by one's current experiences on the job. Since these assumptions cannot be guaranteed, a cross-sectional design, at best, can only estimate change by asking about past behavior, it cannot accurately measure this change. For this reason, a more appropriate methodology would include the use of a longitudinal research design, which collects information on certain variables over two or more distinct time periods.

A third limitation concerns the generation of the outcomes used in this report. Even though they were derived from the relevant literature, the list is, by no means, exhaustive. Consequently, some outcomes deemed important to the respondents may not have been included. Lastly, because this study relied on a nonrandom sampling procedure, external validity could not be established. For this reason, forthcoming studies should include a research design that utilizes probability sampling.

6.5 Conclusion

Attracting and retaining qualified personnel to the Superintendent's position can be viewed as a key strategy to achieving continued organizational success. Even though the British Columbia Ambulance Service has, in the past, managed to fill this position without too much difficulty, long-term demographic changes, escalating retirements, and an increasingly competitive environment for skilled workers will likely affect its ability to recruit and retain qualified individuals for this position. Countering these impending socio-demographic trends requires the development of innovative human resource practices, which include the creation of an internal selection and development process.

As noted, an organization that has the ability to utilize its existing supply of labour to fill future leadership vacancies will be in a position to maintain leadership capacity and continuity. Therefore, building internal leadership capacity through the process of succession planning is an essential component of a successful human resource strategy. This process, however, requires the development of a succession pool into which highly qualified internal candidates are placed. Simply identifying and assessing high potential candidates is, nevertheless, inadequate; a more complete strategy also requires the organization to take into consideration and to actively manage the factors that may affect the recruitment and subsequent retention of suitable applicants.

Enhancing the recruitment and retention of qualified candidates requires an examination of the factors that influence occupational choice. Industrial and vocational psychologists suggest that the motivation to select an occupation is, in part, a function of the value one assigns to certain work related outcomes (rewards) and the expectation that the position will satisfy these outcomes. It is assumed, therefore, that a potential candidate will seek the Superintendent's position if he or she expects that it can satisfy highly valued

outcomes. With this in mind, a survey was developed and administered to the organization's current superintendents. The survey sought to identify the outcomes that appeared attractive or unattractive to the individual. Further, it assessed whether the expectations associated with these outcomes were satisfied by the position.

Taken together, the findings demonstrate that the participants are attracted to the Superintendent's position based on a combination of both intrinsic and extrinsic outcomes. Furthermore, the data suggest that, for the most part, the participants' expectations regarding these outcomes are being met; however, in certain cases, it is also evident that the position has failed to satisfy the expectations of the subjects.

Based on the results of this investigation, any intervention measures that are designed to improve the attraction and retention of personnel should be directed toward addressing the deficiencies identified in this report. To this end, the following recommendations are offered:

- Increase the level of compensation for the Superintendent's position
- Create an educational development plan for the organization's superintendents
- Increase the number of superintendent positions
- Implement the process of job enrichment

It is expected that the successful implementation of these measures will diminish the disparity between the individual's initial expectations and the realities he or she experiences on the job. This, in turn, will reduce the level of dissatisfaction that occurs when expectations remain unmet. An improved level of job satisfaction will not only reduce the potential for voluntary turnover, but also it will prevent the occupation from acquiring a poor image among potential candidates, thereby increasing the probability of attracting and subsequently retaining individuals for this position.

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Appendix A

Letter of Information, Recruitment, and Consent

Hello, my name is Grant Boscoe (Station 107, Sooke B.C) and this letter is an invitation to participate in a study that I am conducting as part of my Master's degree in the Department of Public Administration at the University of Victoria under the supervision of Professor James MacGregor and under the sponsorship of Tony Casey (BCAS). I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

The British Columbia Ambulance Service has developed a succession planning strategy that focuses on filling managerial vacancies (to the largest extent possible and on an ongoing basis) with qualified individuals from the organization.

The survey has been designed to collect the observations and comments of those who have made the transition to BCAS management from the bargaining unit. This feedback will provide insight on the extent to which a particular issue or set of issues influences one's decision to move into a BCAS management position.

For this study, I am seeking the participation of current superintendents (permanent) who were members of the bargaining unit. Participation in this study requires the completion of an online questionnaire, which should take no longer than 20 minutes. Participation is voluntary and you can withdraw at any time by not submitting your responses. There are no known or anticipated risks from participating in this study.

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual will be identified from the summarized results. Further, your name will not appear in any thesis or report. The server that I am using to host the survey is programmed to collect responses on the questionnaire alone. That is, it will not collect any information that could potentially identify you (such as machine identifiers). The data collected during this study will be encrypted and stored in a secure file and will be deleted upon completion of the project (July 30, 2008). During the course of the study, I will be the only individual that will have access to this data.

Completion and submission of the survey implies that you have read the information in this form and consent to participate in the study. Please reply by June 15, 2008.

Please click the link below to begin the survey,

Thank You,

Grant Boscoe

Appendix B Abbreviated Research Questionnaire

Section 1: Demographics

<i>Question</i>	<i>Scale</i>
What position(s) did you hold as a member of the bargaining unit? Mark all that apply	<ul style="list-style-type: none"> • Full-Time Unit Chief • Part-Time Unit Chief • Charge Dispatcher • Duty Unit Chief • District Supervisor • Paramedic • Dispatcher

<i>Question</i>	<i>Scale</i>
How many years have you worked as a superintendent?	<ul style="list-style-type: none"> • Less than one year • 1-2 years • 3-5 years • 6-10 years • 11-15 years • 16-20 years • More than 20 years

Section 2: Valence of job outcomes (rewards)

Question

When you were still a member of the bargaining unit and were considering making the transition to the Superintendent's position which of the following factors did you regard as incentives or disincentives in your decision to make the change?

<i>Outcome</i>	<i>Scale</i>
Level of compensation (salary/benefits) that superintendents receive	<ul style="list-style-type: none"> • Significant Incentive • Moderate Incentive • Minimal Incentive • Neutral • Minimal Disincentive • Moderate Disincentive • Significant Disincentive
Opportunity for professional growth and development	
Workload associated with the position of superintendent	
Opportunity for career advancement within the organization	
Amount of stress associated with the position of superintendent	
Opportunity to improve the organization	
Potential impact on work/life balance	
Opportunity to have an influence over improvements to patient care	
Opportunity to make a contribution to my community	
Prospect of assuming new responsibilities and challenges	
Job security and stability	
Receiving recognition for superior job performance	
Opportunity to fully utilize my skills and abilities	

Section 3: Expectations

Question

Prior to assuming your current position as a superintendent, you may have had some expectations about it. Please indicate how well those expectations have been met by the reality of the job.

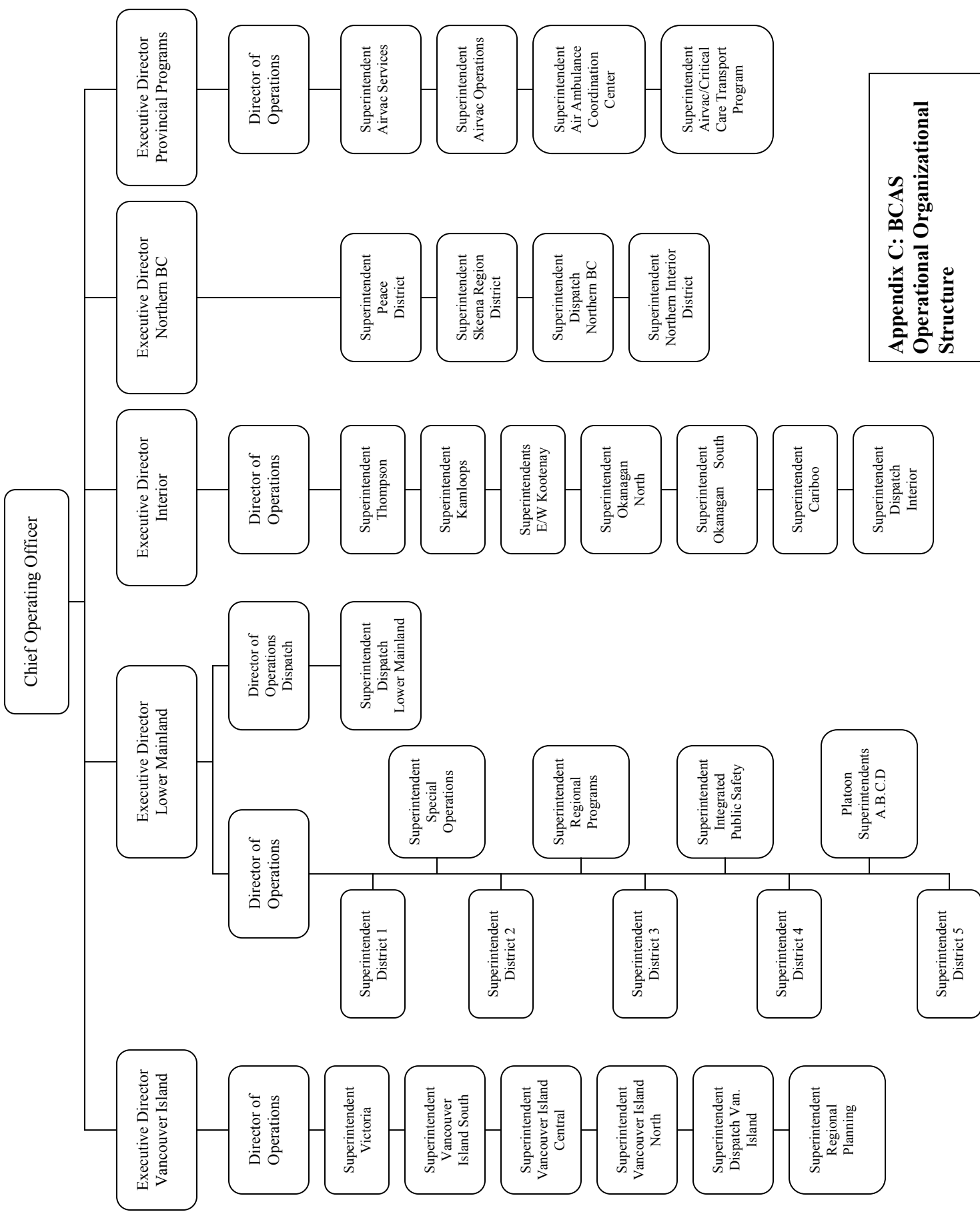
<i>Outcome</i>	<i>Scale</i>
Level of compensation (salary/benefits) that superintendents receive	<ul style="list-style-type: none"> • More than Expected • About the same as expected • Less than expected
Opportunity for professional growth and development	
Workload associated with the position of superintendent	
Opportunity for career advancement within the organization	
Amount of stress associated with the position of superintendent	
Opportunity to improve the organization	
Potential impact on work/life balance	
Opportunity to have an influence over improvements to patient care	
Opportunity to make a contribution to my community	
Prospect of assuming new responsibilities and challenges	
Job security and stability	
Receiving recognition for superior job performance	
Opportunity to fully utilize my skills and abilities	

Section 4: Qualitative questions

Based on your experience as someone who has made the transition to the Superintendent's position, what are some of the characteristics of the position that you believe might attract someone like yourself to a career as a Superintendent?

Based on your experience as someone who has made the transition to the Superintendent's position, what are some of the characteristics of the position that you believe might discourage someone like yourself from pursuing a career as a superintendent?

In your opinion, what can the organization do to attract members of the bargaining unit to the Superintendent's position?



**Appendix C: BCAS
Operational Organizational
Structure**