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**Whither march the cohorts: The validity of generation theory as a determinant of the sociocultural values of Canadian Forces personnel**

**By/par**

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## **Abstract**

Canadian Forces (CF) strategic leaders must be contextually aware of the organization's extant values and sociological dynamics, which influence the perspectives and behaviours of our CF personnel. This paper discusses Generation Theory and competing associated theories regarding age, life stage and career stage as drivers of sociocultural values, particularly at the institutional level. Having shown that US and Canadian values have similarities but are different at the societal level, it then goes on to identify the existence of chronological generational cohorts in Canada, the US and the US Military, and reviews research regarding the purported differing sociocultural values of the various generational cohorts in these populations and the resultant potential intergenerational dynamics in organizations. It then considers and synthesizes the findings of several CF data sources regarding sociocultural values, and suggests that CF values are perhaps more related to rank cohort than to generational, age or life-stage cohort affiliations. It recommends that ongoing structured values measurement be done annually in this regard to enhance the level of information available for strategic CF HR management and organizational stewardship.

## INTRODUCTION

When a previous generation cannot reproduce a relative uniformity of interpretive assumptions in a new generation—whether due to changes in demographics, to recalcitrant experience, or to economic factors—a crisis of confidence emerges that manifests itself in debates about the purposes of the common enterprise.<sup>1</sup>

Balkin & Levinson, *Harvard Law Review*

A Canadian Forces (CF) strategic leader is a steward of the profession of arms and, as such, must “constantly act to align cultural assumptions, values and behaviours with professional ideology”<sup>2</sup> and connect with the internal CF audience to ensure that “members are appropriately socialized into the value systems of the Canadian military professional ideology.”<sup>3</sup> These values, taken collectively, will shape the *de facto* CF culture and determine its level of approximation to the espoused CF ethos; this, in turn, will drive the cultural climate of the CF, which influences the recruiting/retention of Canadians with values sets that are appropriate to the CF, decision-making by CF personnel related to mission accomplishment in complex and ambiguous environments, and the sense of the Canadian people that the CF is an institution that shares their values while holding itself to a higher standard of accountability.<sup>4</sup> If the strategic leader is to shape and inculcate these value systems effectively, s/he must be *au fait* with the manifold extant values and sociological dynamics, within Canadian society in general, our Allies collaterally and CF society in particular, that influence the perspectives and behaviours of our CF personnel.

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<sup>1</sup> Jack Balkin and Sanford Levinson, "The Canons of Constitutional Law," *Harvard Law Review* 111, no. 4 (1998), 996-997.

<sup>2</sup> Canadian Forces Leadership Institute, *Leadership in the Canadian Forces: Leading the Institution* (Kingston, ON: Canada. Dept. of National Defence, 2007), 10.

<sup>3</sup> *Ibid.*, 12.

<sup>4</sup> Canadian Forces Leadership Institute, *Duty with Honour* (Kingston, ON: Canada. Dept. of National Defence, 2003), 28-29

A number of recent Canadian Forces College (CFC) authors have looked in depth at these and other related strategic human resource (HR) factors: Colwell<sup>5</sup> has promoted an integrated strategic HR strategy to ensure the sustainable attraction and retention of CF personnel; Jung<sup>6</sup> and Keller<sup>7</sup> have discussed shortfalls in the CF's reflection of Canadian society through ethnic diversity; Vigneau<sup>8</sup> and Bourgon<sup>9</sup> have discussed the importance of gender integration in the CF; Bigelow<sup>10</sup> has elucidated the upcoming attrition of key rank cohorts exacerbated by demographics and culture; and Cotton<sup>11</sup> has warned of the functional and economic impacts on national security of an aging Canadian population. A number of Canadian defence scientists (Okros<sup>12</sup>, Aker *et al*<sup>13</sup>, Wait<sup>14</sup>, Abbott & Capstick<sup>15</sup>, Wait<sup>16</sup>, McKee<sup>17</sup>, and Okros *et al*<sup>18</sup>) have also reported on Canadian and CF demographic, values and social trends in recent years.

None, however, has discussed the possible impact of the purported differing, and in some contexts conflicting, values of the respective chronological Canadian generational cohorts,

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<sup>5</sup> Linda J. Colwell, "Total Rewards: A Model for Integrating Human Resources Strategy" (NSSC paper, Canadian Forces College).

<sup>6</sup> Hans W. Jung, "Can the Canadian Forces Reflect Canadian Society" (NSSC paper, Canadian Forces College)

<sup>7</sup> R. F. Keller, "Is There a Link between Canadian Forces Recruiting, Diversity and Immigration" (MDS thesis, Canadian Forces College).

<sup>8</sup> Katherine M. Vigneau, "Improving Gender Integration in the CF: Recruitment, Employment and Cultural Transformation" (MDS thesis, Canadian Forces College).

<sup>9</sup> Lise Bourgon, "The CF as an Employer of Choice: The Key for a Successful Gender Integration" (JCSP paper, Canadian Forces College).

<sup>10</sup> Fred G. Bigelow, "Military HR Strategy 2020: Ignoring the People Challenges of the Future" (NSSP paper, Canadian Forces College).

<sup>11</sup> K. R. Cotton, "Old Age Security : National Security Implications of an Aging Canadian Population" (NSSP paper, Canadian Forces College).

<sup>12</sup> Alan Okros, *Into the 21st Century: Strategic HR Issues* (Ottawa, ON: Canada. Dept. of National Defence, 1999)

<sup>13</sup> Tracey Aker et al, *Development of HR 2020: A Review of External Driving Factors* (Ottawa, ON: Canada. Dept. of National Defence, 2000).

<sup>14</sup> Tracey Wait, *Canadian Demographics and Social Values at a Glance: Impact on Strategic HR Planning* (Ottawa, ON: Canada : Dept. of National Defence, 2002).

<sup>15</sup> Canada. Dept. of National Defence, "Canadian Army Leadership in the 21st Century: Report of the Army Future Seminar- Leadership" (Kingston, ON, Dept. of National Defence, 06-07Feb02, / Roberta Abbott and M.D. Capstick, editors., 2002).

<sup>16</sup> Tracey Wait, *Organizational, Social, and Demographic Change in the Canadian Forces: 1976 to 2001* (Ottawa, ON: Canada. Dept. of National Defence, 2002).

<sup>17</sup> Brian McKee, *Canadian Demographic and Social Trends* (Ottawa, ON: Canada. Dept. of National Defence, 2002).

<sup>18</sup> Alan Okros, Sarah Hill and Franklin: Pinch, *Between 9/11 and Kandahar: Attitudes of Canadian Forces Officers in Transition* (Kingston, ON: Queen's University, 2008).

established in the sociological, business and institutional literature, on the cultural dynamics of the CF. This paper will seek to first describe the chronological and behavioural parameters of these cohorts in North American society in general and Canadian society in particular and then, against this foil, discuss a number of research findings related to the values and propensities of the parallel cohorts of CF personnel. It will conclude by drawing together the potential impact and significance of this sociological dynamic and its influences on the culture of the CF.

It is to be recognized that while the great majority of literature regarding North American generations focuses on the US population, this paper will focus to the greatest extent possible on the Canadian population in general, and then the CF population specifically. Hence, while key conceptual US civil and military work will be recognized, and employed as a theoretical foundation of thought where no comparable Canadian literature exists, the data, and the tools used to analyze them, will be Canadian; a fulsome<sup>19</sup> comparison of US versus Canadian cohorts and their respective values will also be presented. It is also to be noted that this paper will attempt to focus on data sources with publication dates of 2000 and later; while this parameter is, of course, arbitrary, it is intended to reflect an attempt to consider generational data which is more observational and less predictive.

This work is undertaken with the full recognition and understanding that it treats but one of many facets of the complex collective human tapestry that is the CF. Important dynamics such as ethnicity and diversity, gender, social justice, regionalism and political forces are major influencers on CF culture, as is the established CF military ethos which forms the invisible yet tangible bond that unites our soldiers, sailors and air personnel in their service to Canada.

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<sup>19</sup> Adjective chosen in deference to LGen(Ret'd) Fred Sutherland.

## THE GENERATIONAL COHORTS BY CHRONOLOGY

Men are more apt to be mistaken in their generalizations than in their particular observations.

Niccolo Machiavelli, *1469-1527*

### The Origins of Generation Theory

Karl Mannheim was a German sociologist who, in 1928, published a controversial essay entitled *On the Problem of Generations*, which was republished in English in 1952.<sup>20</sup> In it, he contended that cohorts within populations coalesced around shared experiences rather than along the then traditionally accepted lines of social class and geography. While Mannheim “maintained that simple generational separation performed on the basis of so many calendar years did not furnish a sound foundation for the analysis of social process and change”<sup>21</sup>, he did recognize that chronological cohorts experiencing the same cultural events, interpreted through a similar lens based on their life-stage of sociological development, would forever share a sense of a common perspective. His foundational work gained worldwide scholarly recognition in the decades that followed, both in the academic and corporate communities; in the former, sociologists and scholars of other disciplines have built upon it in the study of human interaction within societies; in the latter, scholars have built upon it in the study of human behaviour choices within demographic cohorts in the realms of consumer marketing and human resource management. While both groups appreciate the more significant factors of ethnicity and diversity, gender, socioeconomics, regionalism and political forces as drivers of values and behaviours of individuals and groups in society, a great number of scholars and experts have focused their

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<sup>20</sup> Karl Mannheim, "On the Problem of Generations" In *Essays on the Sociology of Knowledge*, trans. Paul Kecskemeti (London, UK: Routledge & Kegan, 1952).

<sup>21</sup> Alex Simirenko, "Mannheim's Generational Analysis and Acculturation," *The British Journal of Sociology* 17, no. 3 (Sep 1966), 292.

research on the values, characteristics and behaviours of the cohorts of chronological generations in society.

### **The Chronological Generational Cohorts**

To summarize the ongoing discussion in the literature regarding the 20<sup>th</sup>-Century generations (and beyond), the cohort delineations of a selected group of North American authors and research groups (Adams<sup>22</sup>, Foot<sup>23</sup>, Barnard *et al*<sup>24</sup>, Smola & Sutton<sup>25</sup>, Jurkiewicz & Bradley<sup>26</sup>, Lancaster & Stillman<sup>27</sup>, Sirona<sup>28</sup>, Zemke *et al*<sup>29</sup>, Deal<sup>30</sup>, Environics<sup>31</sup>) have been summarized in Table 1. Lancaster and Stillman go further to describe overlapping intergenerational transitional subcohorts which they call “cusps”; these include a 1940-1945 subcohort between their Traditionalists and Baby Boomers, a 1960-1965 subcohort between their Baby Boomers and Generation Xers, and a 1975-1980 subcohort between their Generation Xers and Millennials. Jurkiewicz & Bradley also report that their data supports the concept of “generational cusps”, but they decry the “arbitrariness of generational assignment”.<sup>32</sup>

Beyond the variety of generational cohort labels, there are diverse assertions as to their delimiting dates: Boomers are reported as starting as early as 1943 and as late as 1947, and

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<sup>22</sup> Michael Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium* (Toronto, ON: Penguin, 1998), 51.

<sup>23</sup> David K. Foot, *Boom, Bust & Echo 2000* (Toronto, ON: MacFarlane, Walter & Ross, 1998), 19-31.

<sup>24</sup> Robert Barnard, Dave Cosgrave and Jennifer Welsh, *Chips & Pop: Decoding the Nexus Generation* (Toronto, ON: Malcolm Lester Books, 1998), 13.

<sup>25</sup> Karen Wey Smola and Charlotte D. Sutton, "Generational Differences: Revisiting Generational Work Values for the New Millennium," *Journal of Organizational Behavior* 23, no. 4 (//Jun2002 Special Issue, 2002), 363.

<sup>26</sup> Carole L. Jurkiewicz and Dana Burr Bradley, "Generational Ethics: Age Cohort and Healthcare Executives' Values," *HEC Forum : An Interdisciplinary Journal on Hospitals' Ethical and Legal Issues* 14, no. 2 (Jun, 2002), 148.

<sup>27</sup> Lynne C. Lancaster and David Stillman, *When Generations Collide* (New York, NY: Harper Business, 2002), 13.

<sup>28</sup> Sirona Consulting, "Generation Z'ers - 10 Things You Need to Know," Sirona Consulting, <http://blog.sironaconsulting.com/sironasays/2008/03/generation-zers.html> (accessed 24Mar08)

<sup>29</sup> Ron Zemke, Claire Raines and Bob Filipczak, "Understanding the Age-Diverse Workplace," *Work & Family Life* 17, no. 11 (Nov, 2003), 3.

<sup>30</sup> Jennifer J. Deal, *Retiring the Generation Gap: How Employees Young and Old can Find Common Ground* (San Francisco, CA: Jossey-Bass, 2007), 5.

<sup>31</sup> Environics, "Environics Social Values Monitor 2006," (2008).

<sup>32</sup> Jurkiewicz and Bradley, *Generational Ethics: Age Cohort and Healthcare Executives' Values*, 148.

**Table 1 – Generational Cohorts by Chronology (adapted from Skibo<sup>33</sup>) (source references in text)**

Sources	Generational Cohort Labels											
Adams*			Pre-Boomers (up to 1945)			Baby Boomers (1946-1965)		Generation X (1965-1980)				
Foot*			Depression & WWII (1930-1946)		Baby Boomers (1947-1966)		Baby Busters (1967-1979)		Baby Boom Echo (1980-1995)		Millenium Busters (1996-2010)	
Barnard <i>et al</i> *							Generation X (1968-1982)					
Smola & Sutton		WWIIers (1909-1933)		Swingers (1934-1945)	Boomers (1946-1964)		Generation X (1965-1978)		Millenials (1979-1994)			
Jurkiewicz & Bradley			Matures (1925-1942)		Boomers (1943-1960)		Generation X (1961-1981)					
Lancaster & Stillman	Traditionalists (1900-1945)				Baby Boomers (1946-1964)		Generation X (1965-1980)		Millenials (1981-1999)			
Zemke <i>et al</i>		Veterans (1922-1943)		Baby Boomers (1943-1960)		Generation X (1960-1980)		Nexters (after 1980)				
Deal		Silents (1925-1945)		Early&Late Boomers (1946-1963)		Early&Late Xers (1964-1986)						
Environics*		Elders (up to 1945)			Baby Boomers (1946-1964)		Generation X (1965-1980)		Generation Y (after 1980)			
Sirona										Generation Z (after 1995)		
*Canadian sources	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2010	

<sup>33</sup> Stephanie M. Skibo, "An Analysis of Generational Differences among Active Duty Members" (MSc thesis, Air Force Institute of Technology), 5.

finishing as late as 1966; Gen X is reported as starting as early as 1960 and as late as 1968, and finishing as early as 1978 and as late as 1986; Gen Y is reported as starting as early as 1979 and as late as 1987, and finishing as early as 1994 and as late as 1999; Gen Z is reported as starting as early as 1995, with some anecdotal reference to starting as late as 9/11 (2001). For the purposes of this paper, adapted Environics protocols for Canadian generational cohorts will be used, with labels and dates as follows: Elders (1900-1945), Boomers (1946-1964), Gen X (1965-1980), Gen Y (1981-1995) and Gen Z (1996 on).

Although they are key constituent cohorts in Canadian Society, the last of the Elders retired from the CF in 2005 and the first of Gen Z won't be CF recruits until 2014. Hence, while they will be considered within the general parameters of the discussion on Canadian society, they will not be discussed in the later sections pertaining specifically to CF personnel.

### **Generational Representation in Canada**

The 2006 proportions of Canadian generational cohorts are shown numerically at Table 2 and graphically at Figure 1. Naturally, current figures would reflect changes due to immigration/emigration and births/deaths; however, the proportions that will be most visibly and inexorably changing over time due to natural human causes are the Elders, which will be decreasing, and Gen Z, which will be increasing. The importance of these data in the context of this paper, beyond a simple appreciation of the relative societal preponderance of the cohorts to be discussed, is to show the numerical dominance of the Boomers that has led to the unprecedented focus of North American marketing (dollars) and political (votes) attention upon them, which has in turn tended to overemphasize the importance of their current life-stage in overall society and has purportedly contributed to a number of the common values and attitudes that they reportedly manifest as a group.



Table 2 – Canadian Generational Cohorts by 2006 Population<sup>34</sup>

Generation	Number in Population	Percent in Population
Elders	5,580,075	17.7
Boomers	9,015,970	28.5
Gen X	6,807,580	21.5
Gen Y	6,309,605	20.0
Gen Z	3,899,655	12.3
Totals	31,612,895	100

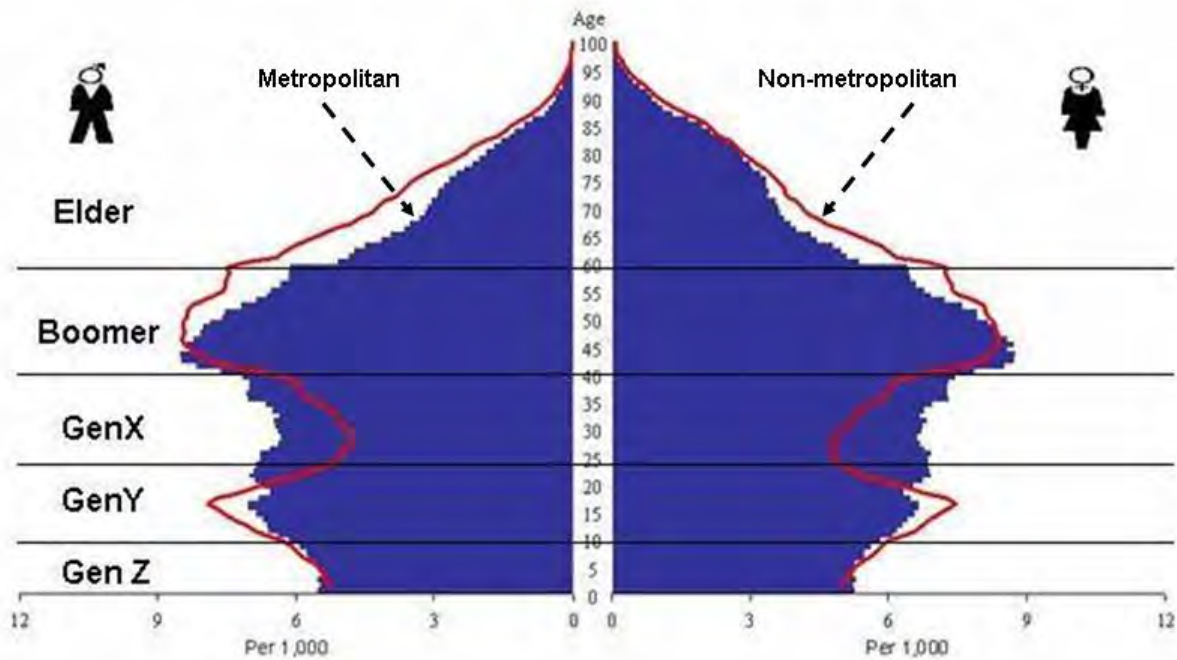


Figure 1 – Canadian 2006 Population by Generational Cohorts<sup>35</sup>

<sup>34</sup> Statistics Canada, *Canada's Changing Labour Force, 2006 Census* (Ottawa, ON: Government of Canada, [March 2008]), [www.statcan.ca](http://www.statcan.ca) (accessed 04Mar08).

<sup>35</sup> Ibid.

## THE GENERATIONAL COHORTS BY VALUES AND PROPENSITIES

Demographics explain about two-thirds of everything.<sup>36</sup>

David Foot, *Boom, Bust & Echo 2000*

Demography is not destiny.<sup>37</sup>

Michael Adams, *Sex in the Snow*

LifeCourse Associates co-founder, historian and writer William Strauss (now deceased), and Center for Strategic and International Studies senior associate, historian and economist Neil Howe, have published oft-quoted works on their perspectives on generational theory. One of their principal premises is that while individual members of a society will have individual life paths, members of generational groups will also have a common “peer personality” based on experiencing similar societal dynamics while at a similar age. In this theoretical construct, the term “generation” refers to a cohort with age parameters determined by its peer personality, rather than purely by birth-date demographics. They hold that the members of each such-defined generation will have common values and a sense of generational belonging.<sup>38</sup>

University of Winnipeg sociologist David Cheal, however, reminds us that the human factors that contribute to society’s values and culture are multivariate and are exponentially more complex than simple age cohort demographics.<sup>39</sup> Canadian Michael Adams, founding President of the Environics group of research and communications consulting companies, disputes the axiom of 19th century French philosopher, Auguste Comte, that demography is destiny, particularly in the modern context. Indeed, he takes the step beyond Mannheim’s original

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<sup>36</sup> Foot, *Boom, Bust & Echo 2000*, 8.

<sup>37</sup> Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium*, 20.

<sup>38</sup> William Strauss and Neil Howe, *Generations: The History of America's Future 1584-2069* (Toronto, ON: HarperCollins Canada, 1992), 60-64.

<sup>39</sup> David Cheal, "Aging and Demographic Change," *Canadian Public Policy* 26 (Aug 2000), S114.

theories, suggesting that “demographic characteristics *influence* people’s social values, but they do not *determine* them to the extent they once did.”<sup>40</sup> From the CF institutional perspective, the apparent utility of this model is that it may give one further metric by which to predict baseline parameters of likely values sets of CF population cohorts; this would support the proactive adaptation/evolution of institutional programs to these baselines, within the boundaries established by CF military ethos and the requirements of the mission, upon which a layer of flexibility could then be built to ensure that these programs also meet the needs of individuals.

### Generalized Common Values and Traits of Canadian Generational Cohorts

Ron Zemke *et al* have given generalized descriptions of the perspectives and values of Elders, Boomers, Gen X and Gen Y.<sup>41</sup> Their summary of these perspectives for the various cohorts in the context of the workplace is shown at Table 3.

**Table 3 – Putative Perspectives of Generational Cohorts (adapted from Zemke et al)<sup>42</sup>**

TRAIT	GENERATIONAL COHORT			
	Elders	Boomers	Gen X	Gen Y
<b>Life Outlook</b>	Practical	Optimistic	Skeptical	Hopeful
<b>Work Ethic</b>	Dedicated	Driven	Balanced	Determined
<b>View of Authority</b>	Respectful	Love/hate	Unimpressed	Polite
<b>Leadership Style</b>	Hierarchy	Consensus	Competence	Collective
<b>Interpersonal Style</b>	Personal sacrifice	Personal gratification	Reluctant to commit	Inclusive of others

The Elders experienced periods of major global upheaval during their formative years and are described as generally risk-averse. They value security and stability over personal

<sup>40</sup> Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium*, 10.

<sup>41</sup> Ron Zemke, Claire Raines and Bob Filipczak, *Generations at Work: Managing the Clash of Veterans, Boomers, Xers and Nexters in Your Workplace* (New York, NY: AMACOM, 2000), 29-150.

<sup>42</sup> *Ibid.*, 155.

autonomy and fulfillment and tend to espouse “traditional” values, roles and institutions and a preference for hierarchy and patriarchy.

The Boomers grew up in a cohort of unprecedented size, in an unprecedented economic boom, in a society that was prepared to expand its infrastructure and institutions to meet their needs; they were the first target of the mass-media-supported corporate marketing machine, which then convinced them that they were the rightful focus of society. They tend to be optimistic, with an interesting feature of being at once teamwork-oriented and competitive due to their great numbers. They tend to be socially liberal and, despite a tendency toward individualistic self-absorption, prefer a group dynamic.

Gen X grew up in a time of social and economic instability when children no longer seemed to be the cultural focus of society, leaving them to their own devices growing up as “latchkey kids”. They tend to be self-reliant and, perhaps since they were often the product of sketchy family dynamics in the 1970s and early 1980s, seek a sense of family and balance on their own terms. They tend to be informal and skeptical, with little regard for seniority or hierarchy, or for traditional institutions, and focus on competence versus titles.

Gen Y grew up in a time of economic prosperity, when children had once again become the cultural focus of society; they are said to have developed in an environment of child “micro-management”<sup>43</sup> by parents and teachers. After the Boomers, they were the next major focus of the mass-media-supported corporate marketing machine, which targeted their significant influence over a large pot of discretionary spending. They have as a result been described by Zemke *et al* as “coddled and confident”, with significant parental attachment and involvement extending into what would have historically and chronologically been considered their adult years. Intuitively comfortable and capable with technology, they are idealistic, optimistic and

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<sup>43</sup> Marie Legault, "Caution: Mixed Generations at Work," *Canadian HR Reporter* 16, no. 21 (Dec 1, 2003), 23.

collaborative, with a penchant for social and environmental causes. They are considered less rebellious than previous generations, with an affinity for the values and stories of the Elders, and have a pragmatic, if expectant, comfort with institutions.

Annalise Walliker<sup>44</sup> observes that Gen Z is also growing up in a period of affluence, but with a childhood short-circuited by technology and world events. They will be the most technoliterate and educated generation in history. While an economic downturn will likely make them more measured and conservative, they will be entering the workforce in a time of demographically declining labour supply and thus great opportunity.

Marie Legault has described the attitudes of generational cohorts in the Canadian workplace.<sup>45</sup> Elders demonstrate a strong work ethic and are loyal, dependable and persistent. They have a direct leadership style which is described as command-and-control. They don't tend to seek promotion but derive satisfaction from a job well done. Boomers are optimistic and seek material wealth and status symbols. They are teamwork oriented but tend to be competitive within these teams. They prefer a collegial and consensual leadership style but, while assertive in expressing their own needs, tend to avoid confronting and resolving conflict. They tend to assume a linear relation between career progression and seniority. Gen X are skeptical risk-takers, who are not enamoured with the institutional or corporate workplace. They dislike rules-based environments and mistrust authority. They prefer functioning in self-formed teams, and tend to display loyalty to these teams rather than to the overarching organization itself. Their leadership style is direct and straight-forward, but can be lacking in tact. They eschew the concept of career progression based on seniority, believing that promotion should be based on competency and productivity. Gen Y is relatively new to the workplace; they seem to regard

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<sup>44</sup> Annalise Walliker, "Generation Z Comes of Age," *Herald Sun* 25Feb08, <http://www.news.com.au/heraldsun/story/0,21985,23269842-662,00.html> (accessed 24Mar08).

<sup>45</sup> Legault, *Caution: Mixed Generations at Work*, 23.

work as a life skill learning opportunity rather than as a vocation and require structure, supervision and guidance. They prefer being members of teams rather than leaders of teams, and are drawn to collective action. They tend to expect positional advancement in organizations on an accelerated schedule unrelated to outcome measures, as this has been their experience in society in their formative years.

### **The Validity (or not) of Ascribed Generational Cohorts and Values**

The influence of generational age cohort on values in the workplace seems to be notoriously difficult to reliably determine in the academic literature of sociological research; following thorough reviews of the existing literature, two groups of US researchers recently conducted comprehensive qualitative research on this question with dissimilar findings. Business school professors Karen Smola (Troy State University) and Charlotte Sutton (Auburn University) found that “work values are more influenced by generational experiences than by age and maturation.”<sup>46</sup> However, while their sample size of Boomers and Gen Xers was significant and included individuals from a variety of industries across the US, they acknowledged that the cohort was principally MBA students, principally from the Southeastern US, with minorities underrepresented and Military and Government personnel overrepresented. Hence, they had concern with the ability to generalize these findings across other populations.

Business school professor Carole Jurkiewicz (Louisiana State University) and public health professor Dana Bradley (Western Kentucky University) applied the Rokeach Value Survey (18 value preferences) to 6020 participants comprising Elders, Boomers and Gen X. They found that while there was no statistical difference in the measured values of Boomers and Gen Xers, these groups had statistically significant differences, in five and three areas

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<sup>46</sup> Smola and Sutton, *Generational Differences: Revisiting Generational Work Values for the New Millennium*, 363.

respectively, with the Elders. However, although their sample size of Boomers and Gen Xers was significant and no US region was overrepresented, the sample cohort was limited to US senior and mid-level health care executives. Thus, they too had concern with the ability to generalize their findings across other populations. Rather, they suggested “a strong correlation between career choice and value system”<sup>47</sup>, which is also supported by the conclusions of Smola & Sutton and is intuitively logical when considering individuals self-selecting workplaces in highly structured organizations with clear shared goals and a strong organizational culture.

### **Age and Stage versus Values and Behaviours**

In his seminal sociological longitudinal research on the values of US society, Milton Rokeach, a professor of sociology and psychology at Washington State University, applied his classic and eponymous values survey to a trans-regional sample of 1400 Americans in 1968 and again in 1971 and analyzed the changes. He found that subjects in their twenties underwent a statistically significant change in their values during this period, while those in their thirties and beyond did so to a much lesser extent.<sup>48</sup>

Carole Jurkiewicz and political science professor Roger Brown (University of North Carolina)<sup>49</sup>, studied 15 work-related values in 278 municipal-level public-sector employees; statistically-significant differences were limited to one value area per generational cohort, and ran counter to conventional thought: Elders wanted opportunities for advancement, Boomers wanted freedom from supervision and Gen Xers wanted learning opportunities. Jurkiewicz’

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<sup>47</sup> Jurkiewicz and Bradley, *Generational Ethics: Age Cohort and Healthcare Executives' Values*, 148.

<sup>48</sup> Milton Rokeach, "Change and Stability in American Value Systems, 1968-1971," *Public Opinion Quarterly* 38, no. 2 (Summer, 1974), 222.

<sup>49</sup> Carole L. Jurkiewicz and Roger G. Brown, "GenXers vs. Boomers vs. Matures: Generational Comparisons of Public Employee Motivation," *Review of Public Personnel Administration* 18, no. 4 (Fall, 1998), 18.

subsequent conduct<sup>50</sup> of a similar study on a 241-person sample of another public-sector cohort resulted in nearly identical findings, revealing limited values differences in few areas. These two studies, and Jurkiewicz & Bradley's previously discussed study,<sup>51</sup> having found limited values differences based on generational affiliation, asserted that the data instead appeared to support a life-stage alignment of values and recommended that organizations consider employee-cohort differences in the context of "career life cycle".

Howe and Strauss suggested that there are four perpetual 22-year "life phases" of age cohorts in US society, each with its "central social role" and corollary behaviours.<sup>52</sup> In a subsequent publication, they (roughly) associated each phase with a current chronological generational cohort;<sup>53</sup> these are depicted in Table 4. It is to be noted that their depiction of the central role of each phase is intended to ultimately reflect the cohort's approach to values.

**Table 4 – Life Phases and their Central Roles (adapted from Howe & Strauss)<sup>54</sup>**

Life Phase	Age Range	Central Role	Corresponding Current Generation
Youth	0-21	dependence	Gen Y (& Gen Z)
Rising Adulthood	22-43	activity	Gen X
Midlife	44-65	leadership	Boomers
Elderhood	66-87	stewardship	Elders

The behaviours associated with each central role are as follows:

1. *Dependence* – growing, learning, accepting protection and nurture, avoiding harm, acquiring values;

<sup>50</sup> Carole L. Jurkiewicz, "Generation X and the Public Employee," *Public Personnel Management* 29, no. 1 (Spring, 2000), 55.

<sup>51</sup> Jurkiewicz and Bradley, *Generational Ethics: Age Cohort and Healthcare Executives' Values*, 148.

<sup>52</sup> Strauss and Howe, *Generations: The History of America's Future 1584-2069*, 60-61.

<sup>53</sup> Neil Howe and William Strauss, "The Next 20 Years: How Customer and Workforce Attitudes Will Evolve," *Harvard Business Review* 85, no. 12 (2007), 41-52.

<sup>54</sup> *Ibid.*



2. *Activity* – working, starting families and livelihoods, serving institutions, testing values;
3. *Leadership* – parenting, teaching, directing institutions, using values; and
4. *Stewardship* – supervising, mentoring, channeling endowments, passing on values.

It is also to be noted that, given the perpetual nature of these life phases, this model suggests that each chronological cohort will be associated with each phase and thereby display its associated central role and behaviours sequentially throughout their lifespans.

In their synthesis of their body of research on organizational science and adult development, business school professors Thomas Cummings and Christopher Worley (both of University of Southern California) found that employees tend to progress through four different career stages as they develop and mature within the organization. While they have linked them to chronological life stages as a generalization within this model, they warn that these stages may be accelerated, delayed or repeated for certain individuals, and that individual careers may plateau prior to the attainment of the final stage(s). The Career Stages are depicted at Table 5.

**Table 5 – Career Stages (adapted from Cummings & Worley)<sup>55</sup>**

<b>Career Stage</b>	<b>Age Range</b>	<b>Key Characteristic</b>
Establishment Stage	21-26	dependent on others
Advancement Stage	26-40	independent contributors
Maintenance Stage	40-60	mentoring others
Withdrawal Stage	60+	imparting knowledge

The wider characteristics of each career stage are as follows:

1. *Establishment* – being uncertain about competence and potential, being dependent on others (particularly supervisors) for guidance, making initial choices about career and organization;

<sup>55</sup> Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, 8th ed. (Mason, OH: Thomson South-Western, 2005), 397-398.

2. *Advancement* – being independent contributors concerned with achievement and advancement, performing autonomously from supervisors yet are linked to colleagues, clarifying long-term career options;
3. *Maintenance* – consolidating career achievements, guiding subordinates, taking stock and reappraising their career circumstances; and
4. *Withdrawal* – passing on organizational attachments, imparting organizational knowledge to others, planning transition to retirement.

Cummings & Worley acknowledge, however, that their ongoing organizational research is suggesting that the complexities of the modern workplace may not be fully represented by this linear model, which perhaps better reflects the “traditional” workplace of yesteryear. While there is of course conceptual value in understanding this model, and appreciating that certain industries, organizations and individuals may still reflect it to greater or lesser extents, Cummings and Worley posit that careers will now likely be driven more by the individual than the organization such that “life age or stage will matter less than career age and the ability to perform.”<sup>56</sup>

## **MEASURING VALUES IN A CONTINENTAL CONTEXT**

Canadians, whether they like to acknowledge it or not, have never been more like Americans, and Canadian society has never been more similar to that of the United States. If the two countries are becoming more alike, and they are, this drawing together does not arise because Americans are changing.

Jeffrey Simpson (2000) in *Star-Spangled Canadians*

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<sup>56</sup> Ibid., 398.

### **Cofremca, the 3SC, CROP and Environics**

In the 1970s, a European company called Cofremca developed a tool to track social values, and called it “Système Cofremca de Suivi des Courants Socio-Culturels” – the 3SC Social Values Monitor. In 1983, the aforementioned Toronto-based research firm Environics partnered with the Montréal polling firm CROP (Centre de Recherche sur l’Opinion Publique) to bring the 3SC to Canada for the purpose of tracking sociocultural trends.<sup>57</sup> Canadian defence scientists have used this model to express changes in Canadian values for the purposes of CF strategic HR analysis.<sup>58 59</sup> Indeed, it was the CROP 3SC tool that was selected by DND to conduct the 2004 Army Sociocultural Survey, undertaken by Environics Canada.<sup>60</sup> The 3SC involves an annual self-administered questionnaire, completed in the participant’s home under the supervision of a professional interviewer, undertaken by ~2700 participants 15 years of age and over. It ensures broad representation by region, age group and gender, and excludes institutionally residential populations (e.g. military bases, prisons, etc.) and the Territories. The survey comprises 300 questions, which draw out values indicators from participants in order to track 112 sociocultural trends (based on roughly three questions per trend) across the Canadian population over time.<sup>61</sup> The raw data from each participant then undergo an automated statistical synthesis of each of the 112 trends, allowing the data from that individual to be plotted as a single point on a two-dimensional map based on relative weighting with reference to vertical and horizontal axes. The horizontal axis is a values continuum between “Outer-directed” (outgoing and self-actualized) on the left and “Inner-directed” (withdrawn and self-accepting) on the right. The vertical axis is a values continuum between “Idealism & Individuality” (tolerant and

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<sup>57</sup> Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium*, 3-5.

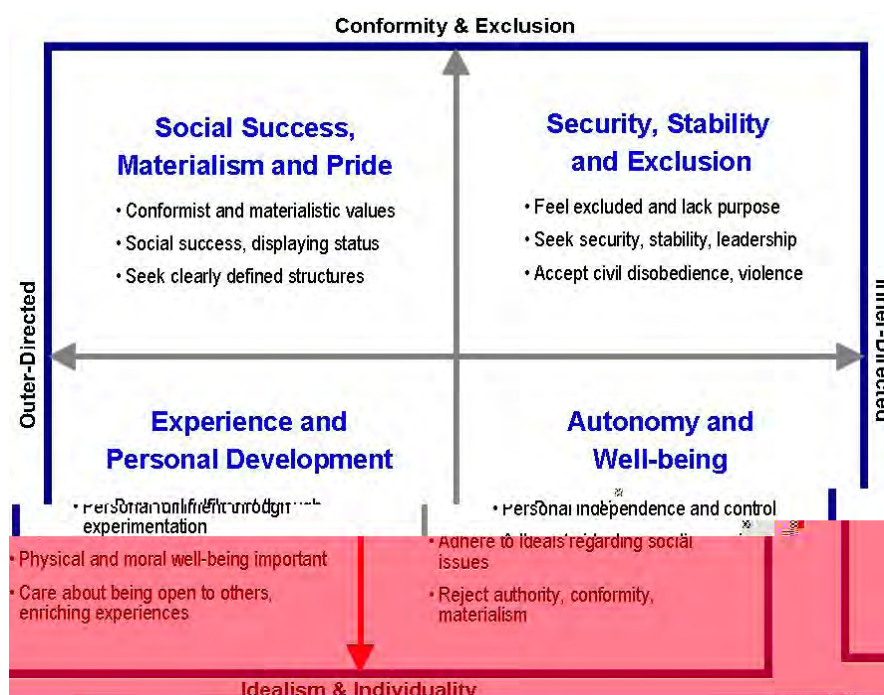
<sup>58</sup> Wait, *Canadian Demographics and Social Values at a Glance: Impact on Strategic HR Planning*, 35.

<sup>59</sup> Canada. Dept. of National Defence, *Canadian Army Leadership in the 21st Century : Report of the Army Future Seminar - Leadership*, 47.

<sup>60</sup> Director-General Land Capability Development, *Canada's Soldiers: Military Ethos and Canadian Values in the 21st Century* (Ottawa, ON: Canada. Dept. of National Defence,[2005]).

<sup>61</sup> CROP, *The 3SC 2006 Annual Report* (Montréal, QC: CROP Inc.,[2006]).

egalitarian) on the bottom and “Conformity & Exclusion” (intolerant and security-seeking) on the top. This creates four quadrants within which an individual can be situated, based on values indicators expressed in their questionnaire.<sup>62</sup> In this model, the intersection of the two axes represents the value set of the notional “average Canadian”.<sup>63</sup> The four resultant values quadrants, and the general characteristics of individuals in each, are depicted at Figure 2. The CROP 3SC Sociocultural Map will henceforth be referred to as “the map”.



**Figure 2 – CROP 3SC Sociocultural Map for Canada<sup>64</sup>**

### The Map Axes

Astute followers of the earlier work of Michael Adams, the Environics Research Group and CROP will have noticed a change over time in descriptive terminology regarding the four

<sup>62</sup> Ibid.

<sup>63</sup> Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium*, 49.

<sup>64</sup> Environics, *Environics Social Values Monitor 2006*.

poles of the map; the current descriptive terminology has become more pointed and pejorative and/or complimentary than it once was. In his first book, *Sex in the Snow*, Adams describes the top pole as simply “a more traditional world view”, the bottom pole as “a more modern perspective ... that questions ... traditional values”, the left pole as “a more social orientation to life” and the right pole as “a more individualistic stance.”<sup>65</sup> A conversation with David MacDonald, V-P Environics Research Group, revealed that ten years of further data, and the evolution of Canadian society (discussed further below), necessitated an approximately 15% bodily shift, and allowed a statistically substantiable descriptive refinement of the 112 trends used to track Canadian values. The CROP 3SC data for Figures 6 and 7 that predated this shift were kindly recast for use in this paper by Mr. MacDonald to reflect the current metrics, thus allowing and ensuring an “apples-to-apples” analysis of the data presented.<sup>66</sup>

### **US versus Canadian Values and Cohorts**

While US values *per se* fall outside of the scope of this paper, it is important to briefly compare and contrast them with Canadian sociocultural values for the following reasons:

1. Most of the literature on generation theory that will be encountered by the reader regards the US population;
2. While there are some general similarities between the US and Canadian populations with regard to sociocultural values, it must be understood that there are also significant and quantifiable differences between them; and
3. A subsequent section in this paper regarding issues pertaining to generation theory in the US military, while necessary for contextual completeness of this paper, must be read with the understanding of these differences.

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<sup>65</sup> Adams, *Sex in the Snow: Canadian Social Values at the End of the Millennium*, 46.

<sup>66</sup> Mr. David MacDonald, telephone conversation with author, 28 March, 2008.

Since 1992, Environics has also applied the CROP 3SC tool to the US population; as might be expected given the respective population sizes, there have been about ten times as many participants in their US studies as compared to their Canadian studies. In their statistical analysis of the data from the US population, Environics found differences in the axes that emerged (more so in the horizontal than the vertical), as compared with those of the Canadian population. The US horizontal axis is a values continuum between “Survival” (competition and material gain) on the left and “Fulfillment” (personal growth and well-being) on the right. The vertical axis is a values continuum between “Individuality” (questioning authority) on the bottom and “Authority” (conformity and obedience) on the top.<sup>67</sup> These axes and their four resultant values quadrants, and the general characteristics of individuals in each, are depicted at Figure 3.

Environics has compared their CROP 3SC findings for Canada to those of the US; to do so, given the 10:1 ratio of US data to Canadian, the Canadian data were recast using the US map axes.<sup>68</sup> Two comparisons will be briefly discussed here: age and evolution. For the former, several age (not specifically generational) cohorts were compared (see Figure 4). Interestingly, while the intercohort pattern of distribution was very similar for the distribution of the respective US and Canadian age cohorts, the bodily map location of Canadian cohorts was universally below and to the right of their US counterpart, suggesting a more postmodern value set for the Canadian population.<sup>69</sup> Adams has provided a discussion of postmodern values in the context of sociocultural values.<sup>70</sup> Booth *et al*<sup>71</sup> and Bondy<sup>72</sup> have discussed the evolution of Western militaries toward postmodernity in a sociological sense.

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<sup>67</sup> Michael Adams, *Fire and Ice: The United States, Canada and the Myth of Converging Values* (Toronto, ON: Penguin, 2004), 21-26.

<sup>68</sup> *Ibid.*, 71.

<sup>69</sup> *Ibid.*, 89-90.

<sup>70</sup> *Ibid.*, 94.

<sup>71</sup> Bradford Booth, Meyer Kestnbaum and David R. Segal, "Are Post-Cold War Militaries Postmodern?" *Armed Forces and Society* 27, no. 3 (Spring, 2001), 319.

<sup>72</sup> Harry Bondy, "Postmodernism and the Source of Military Strength in the Anglo West," *Armed Forces and Society* 31, no. 1 (Fall, 2004), 31.

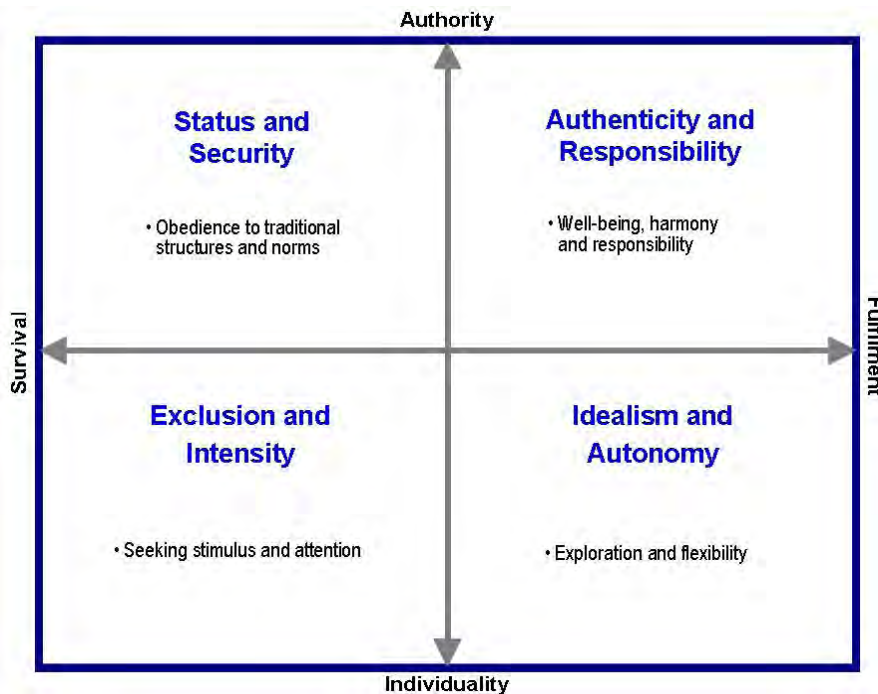


Figure 3 – CROP 3SC Sociocultural Map for the US<sup>73</sup>

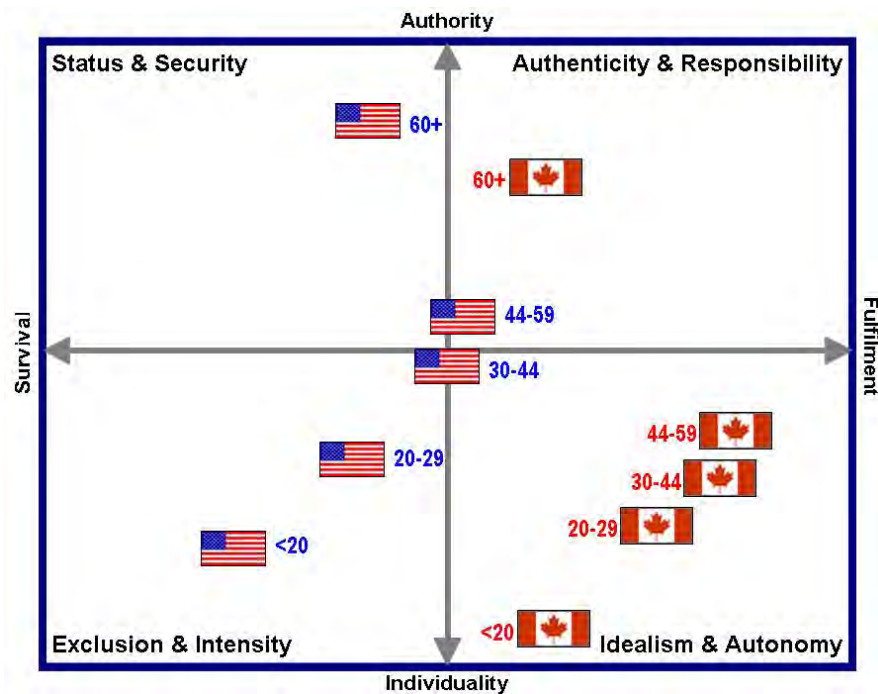


Figure 4 – Values of 15-year Age Cohorts in 2001: US versus Canada<sup>74</sup>

<sup>73</sup> Ibid., 27.

<sup>74</sup> Adams, *Fire and Ice: The United States, Canada and the Myth of Converging Values*, 89.

Once again using the US map axes, Environics also compared the overall national population data for the US and Canada for the 1992-2000 period and found the trajectory of the evolution of social change for the two populations during this period to be significantly divergent.<sup>75</sup> This is depicted in Figure 5. In his book *Fire and Ice*, Michael Adams used these data to dispel the perception that US and Canadian values were the same, or even on a converging path to becoming so.<sup>76</sup> His subsequent 2004 data for the US population shows movement toward the upper left, indicating a shift toward traditional conservative values.<sup>77</sup> The parallel data for the Canadian population<sup>78</sup> shows further movement toward the lower right, indicating an ongoing movement toward postmodern values that aligns Canadian sociocultural values evolution perhaps more with Western Europe than with the US.<sup>79</sup> Alan English has described how, despite functional interoperability and close cooperation as allies, US and Canadian military cultures, while having some similarities, are also different.<sup>80</sup>

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<sup>75</sup> Ibid., 73.

<sup>76</sup> Ibid., 72-73.

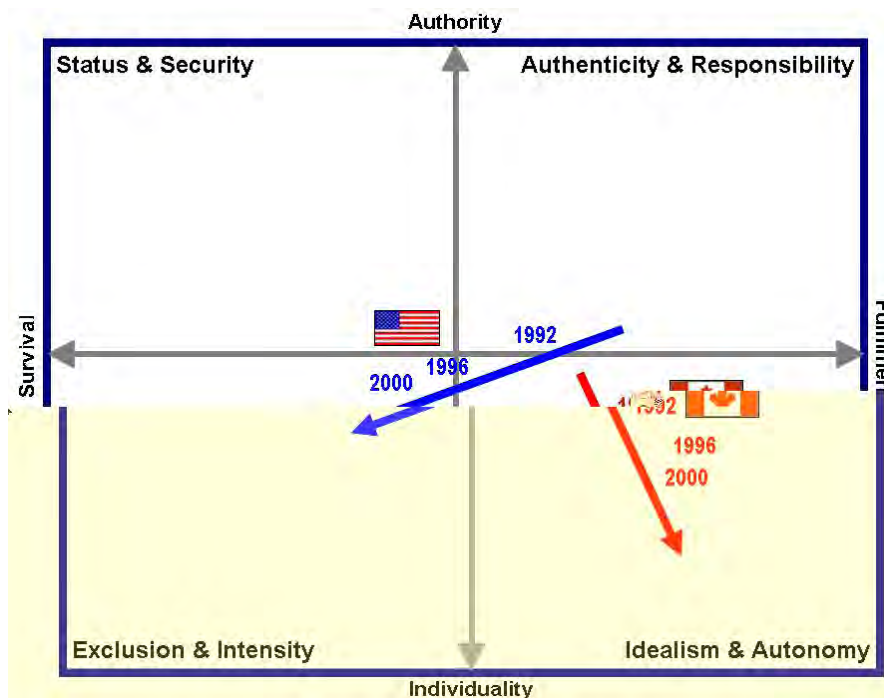
<sup>77</sup> Michael Adams, *American Backlash: The Untold Story of Social Change in the United States* (Toronto, ON: Penguin, 2005), 58.

<sup>78</sup> CROP, *The 3SC 2004 Annual Report* (Montréal, QC: CROP Inc., [2004]).

<sup>79</sup> Adams, *American Backlash: The Untold Story of Social Change in the United States*, 133.

<sup>80</sup> Allan D. English, *Understanding Military Culture: A Canadian Perspective* (Kingston, ON: McGill-Queen's University Press, 2004), 111-129.





**Figure 5 – Evolution of National Values: US versus Canada 1992-2000<sup>81</sup>**

## THE CANADIAN CONTEXT

Canada is no longer a nation-state, but a post-modern something.

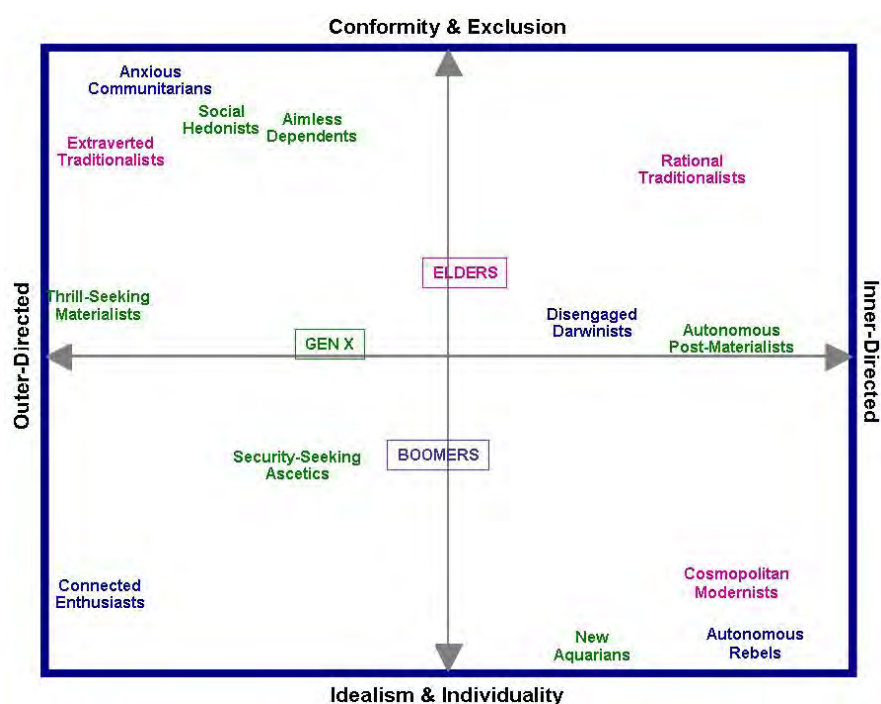
Richard Gwyn (1995) in *Nationalism without walls: The unbearable lightness of being Canadian*

### The Tribes

As significant numbers of individuals were plotted on the map for a given population, clusters of individuals with shared values began to emerge. Using this tool and selecting for demographic factors such as age, sex, socioeconomic group, province and country, one can plot shared-values clusters based on demographics. Environics found that when plotting based on generational cohorts, multiple reliable and predictable clusters emerged for each of the Elders (3), Boomers (4) and Gen X (6) cohorts; they called these thirteen clusters the “Canadian Social

<sup>81</sup> Adams, *Fire and Ice: The United States, Canada and the Myth of Converging Values*, 73.

Values Tribes” or “Tribes” for short.<sup>82</sup> This bears out previous researchers’ findings that, while the values and propensities of the defined chronological generational cohorts are indeed different, all individuals within each cohort will not necessarily display the same values and propensities. The sociocultural map coordinates and labels of the Tribes are depicted in Figure 6, along with the location of their overarching generational cohort label. The generational cohort labels represent the location of the statistical average of all of their respective component Tribes. It is to be noted that there are Tribes from each generational cohort located in each of the map quadrants.



**Figure 6 – Canadian Social Values Tribes in 2007<sup>83</sup>**

<sup>82</sup> Michael Adams, *Better Happy than Rich? Canadians, Money, and the Meaning of Life* (Toronto, ON: Penguin, 2001), 32.

<sup>83</sup> Environics, *Environics Social Values Monitor 2006*.

While it is important to recognize and understand the existence of the Tribes as the values-based sub-segmentation of the chronological generational cohorts, there will be no discussion of the specifics of their respective values subsets as that would fall outside of the scope of this paper, which will focus at the level of the overarching cohorts. This focus will permit a more useful level of generalizability of the data analyzed in this paper, as it will thus speak in terms common to the preponderance of both scholarly and popular literature on this subject.

### **Generational Sociocultural Evolution**

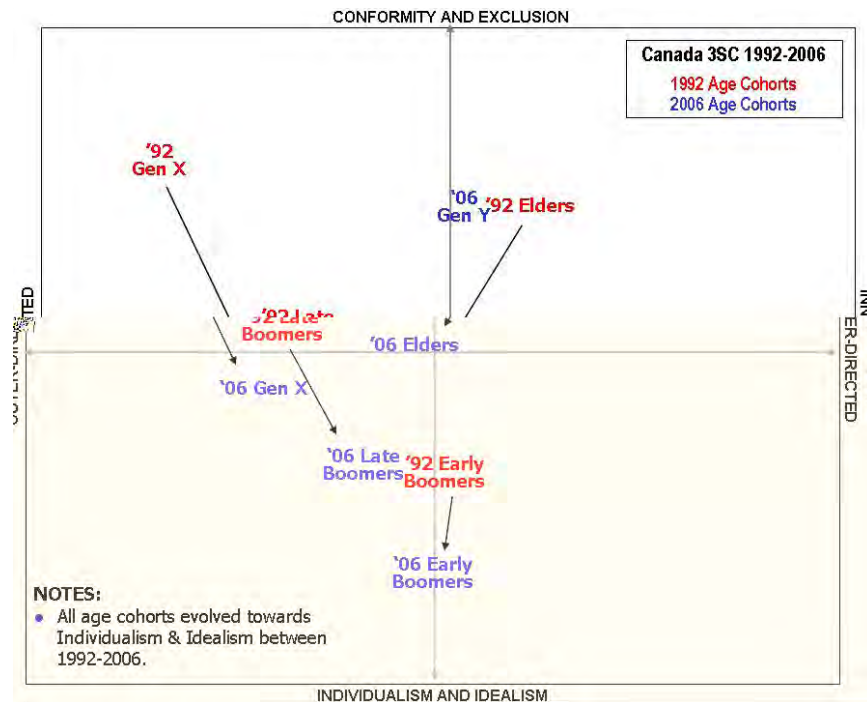
As annual Canadian CROP 3SC data is accumulated over a period of time, the average position (viz. the intersection of the central axes) moves<sup>84</sup>, indicating an evolution of values of Canadian society in general; in the 1983-2006 period, that evolution was down and to the right, indicating a societal move toward inner direction and individualism.<sup>85</sup> This indicates, of course, that the Tribes, taken as a whole, moved accordingly on the map, thus carrying along their associated overarching generational labels. Interesting patterns emerged when Environics kindly did a special data run in support of this paper to track the Elder, Boomer (in this case split into Early Boomers [1946-1955] and Late Boomers [1956-1964] for enhanced granularity) and Gen X cohorts from 1992-2006 inclusive.<sup>86</sup> The results are shown at Figure 7. The intersection of the two axes of Figures 6 and 7 represents the value set of the “average Canadian” in 2007. Gen Z does not, of course, appear, as they had not yet reached the 15-year age threshold for the CROP 3SC instrument.

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<sup>84</sup> CROP, *The 3SC 2006 Annual Report*, 71.

<sup>85</sup> Environics, *Environics Social Values Monitor 2006*.

<sup>86</sup> Ibid. Custom data run courtesy of Mr. David MacDonald, Vice President Environics Research Group, February 2008.



**Figure 7 – Evolution of Canadian Generational Cohort Values 1992-2006<sup>87</sup>**

Some key points regarding the significance of these evolutions are:

1. All cohorts tracked toward Individualism and Idealism;
2. Gen X, which was in the 12-27-year-old range in 1992, displayed the largest evolution of values; the correlation of age and tendency to shift values was discussed previously in this paper;
3. For Gen X and the Boomer subcohorts, each finished roughly where their chronological predecessors had started at roughly the same age, indicating both a sequential values linkage in these cohorts and the correlation of values with both age and generational cohort for these groups;
4. The Elders started and tracked in a direction and values space entirely unrelated to Gen X and the Boomer subcohorts, suggesting no values linkage to these groups; and

<sup>87</sup> Ibid.

5. When Gen Y appeared on the map in 2006, they were very closely related in values to the 1992 Elders; further, neither of these map cohorts relates well to the relatively linear grouping progressions of Gen X in 1992 to Early Boomers in 2006.

The fifth point is of great interest: firstly, this cohort affiliation, while not in keeping with the life stage theory, is in keeping with the work of Strauss and Howe<sup>88</sup> and Hall<sup>89</sup>, which suggest that, within the context of shifting societal influences, generations can react against their parents' values by adopting a values-set more resemblant of their grandparents or great-grandparents. Secondly, the distancing of the Elders from the Gen X and Boomer cohorts supports the findings of Jurkiewicz and Bradley who found that, while the values of Gen X and Boomers were not statistically distinguishable, both had statistical differences with the Elders cohort.<sup>90</sup>

## THE MILITARY CONTEXT

A real generation or empathy gap exists between today's junior officers and a significant number of senior officers.

Nevins, 1970, *US Army War College*<sup>91</sup>

### Related US Military Research

In a paper produced for the US Army War College, LTC Neil Yamashiro of the US Army National Guard (USARNG) described the societal experiences of Guardsman in the Elder, Boomer and Gen X cohorts that had shaped their values and world views. He warned of the

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<sup>88</sup> Strauss and Howe, *Generations: The History of America's Future 1584-2069*, 544.

<sup>89</sup> M. Hall, "Playing their Strengths: The Hows and Whys of Generation X", *Campus Activities Programming* 28, no. 6 (1995), 46-53.

<sup>90</sup> Jurkiewicz and Bradley, *Generational Ethics: Age Cohort and Healthcare Executives' Values*, 148.

<sup>91</sup> Robert H Nevins Jr., "The Retention of Quality Junior Officers: A Challenge for the Seventies", (MA thesis, US Army War College), 46.

visceral mistrust and cynicism of their Gen X Officers toward Boomer supervisors; he emphasized the importance to Gen X Officers of communication, transparency and consistency in dealings as they are prepared to take over the reins of the USARNG institution.<sup>92</sup>

MAJ Christopher Chambers, an analyst in the US Army's Office of Economic and Manpower Analysis, described the prevailing economic climates that had shaped the values of US Army Boomers, Gen Xers and Gen Yers, and how they affect Army recruiting and retention. He then provided statistics demonstrating how Gen Xers entered the workforce at a time when job turnover rates were half again as great as they were for Boomers at the equivalent time in their careers and showed that two-thirds of Gen Y is attending college (instead of enlisting), versus one-half of Gen X at the same stage of their lives. He then went on to warn that, as the Boomers are preparing for retirement, college-educated Gen X Captains and Majors are falling prey to aggressive corporate headhunters at an unprecedented rate, and Gen Y, which grew up in the best economic times of any generation, is being presented with an abundance of career opportunities other than the Army, and is choosing them. He concluded by making recommendations, principally regarding career management policies and economic perquisites, in order to attract and retain Gen X and Gen Y personnel.<sup>93</sup>

Drawing on the bank of data developed by the US Army Longitudinal Research on Officer Careers program<sup>94</sup>, Dr. Leonard Wong, a professor at the US Army War College, produced an excellent monograph for their Strategic Studies Institute regarding the intergenerational dynamics between the Boomers and Gen Xers in their Officer Corps in the context of the ongoing exodus of their junior Officers. He describes Gen X's traits and propensities in relation to their Boomer predecessors: Gen X Officers are more confident, more

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<sup>92</sup> Neil Yamashiro, *Generation X* (Carlisle Barracks, PA: US Army War College,[1998]).

<sup>93</sup> Christopher M. Chambers, "The New Economy Shifts Soldiers' Expectations," *Army* 50, no. 4 (Apr, 2000), 9.

<sup>94</sup> US Army Research Institute, *Longitudinal Research on Officer Careers* (Arlington, VA: USARI,[1991]).

focused on family, less deferent to rank and position, and have a different perspective on loyalty. He also emphasized that money is a necessary but insufficient enticement for retention. Overall, Wong's findings paralleled those regarding the civilian counterparts of this US Army Gen X cohort. His recommendations focused on providing work-life balance, institutional social practices and a more collaborative leadership relationship, as well as workplace technology.<sup>95</sup> As Wong's Gen X cohort was principally at the rank of CAPT at that time, it would be interesting to reevaluate these issues with this cohort now that they are at the rank of COL.

In a Master's thesis for the US Naval Postgraduate School, USMC Maj Andrew Wilcox researched the values and attitudes of Gen Y to determine a recruiting strategy for this generational cohort. To do so, he gathered in-depth data from 677 Gen Y teenagers from nine high schools in six US states; his data trends indicated that the data were likely generalizable across other US states. Several of his conclusions are particularly pertinent to this paper (quoted):

1. The absence of war, economic turmoil, and social upheaval in the lives of [Gen Y] has resulted in a relatively comfortable, easy existence for many [of them], which may be why they tend to view the military as excessively hard, too much of a sacrifice, and too risky;
2. The highly controlled and structured lifestyle of many [of Gen Y] has increased the value of their personal autonomy;
3. Parents of [Gen Y] may be exercising greater influence with their children regarding career choice than did parents of previous generations; and
4. Higher education is the military's chief competitor for recruits.<sup>96</sup>

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<sup>95</sup> Craig A. Triscari, "Generational Differences in the Officer Corps: Sociological Factors that Impact Officer Retention" (MMAS thesis, US Army Command & General Staff College), 100.

<sup>96</sup> Ibid.161-163.

However, it must be understood that this work was published in March 2001, prior to the 9/11 attacks that have since provided a galvanizing patriotic force in US society (and perhaps, to some extent, in Western society writ large).

In a paper produced for the US Air Command & Staff College, Maj Thomas Eisenhauer identified the intergenerational conflicts between Boomers, Gen X and Gen Y Officers in the US Military in the context of the risk that this posed for the leadership and retention of the junior cohorts. Having analyzed the popular corporate literature on generational dynamics and on leadership, he categorized the seminal events and cultural icons that shaped the values and behaviours of these three generational cohorts. He compared these to current corporate and military leadership doctrine and concluded that the diligent, even-handed and creative application of these published US military principles and protocols would allow a military leader to successfully exercise appropriate command influence across these three generational cohorts.

In his Master's thesis for the US Army Command and General Staff College (CGSC), US Army MAJ Craig Triscari researched seven sociological factors that contribute to generational differences between Boomers and Gen X, in the context of Officer retention in the US Army. Starting with a discussion of earlier research that showed a similar generation gap between Elders and Boomers in the US Army in 1970<sup>97</sup>, he gathered sociological data from 195 students (i.e. Officers) and faculty at CGSC. His analysis revealed intergenerational differences in five of the seven factors: "values" and "milestones" revealed significant differences, related to the divergent societal *milieux* influencing these two generations; differences in "enemy threat" perception for the two generations, related to the influence of the Cold War on Boomers and of post-Cold-War conflicts on Gen X, were also evident; "economic trends" also impacted these generations differently, with Boomers experiencing relative stability and Gen X experiencing

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<sup>97</sup> Robert H Nevins Jr., *The Retention of Quality Junior Officers: A Challenge for the Seventies*.



relative instability in their developmental life stages; and institutional “race & gender” policy perceptions differed between the two cohorts. On the other hand, factors related to “technology” showed little difference between generations, and “career stage” factors indicated that the Boomers and Gen X shared concerns based more on their career stage than on their generational affiliation. He recommended that commanders improve communication and focus on aligning generational values with organizational values, and ensure that military Quality of Life policies, services and facilities meet the needs of their subordinates.<sup>98</sup>

For her Master’s thesis for the US Air Force Institute of Technology, USAF Capt Stephanie Skibo explored the generational differences between USAF Boomers, Gen Xers and Gen Yers in the context of their effects on applied leadership strategies; her research involved data from 308 USAF active duty respondents of various rank levels of commissioned and non-commissioned personnel. Her research tool was designed to measure multiple factors falling within the broad categories of “attitudes toward work itself”, “attitudes toward current job and organization”, “attitudes toward the way work is done” and “attitudes toward organizational promises.” Having hypothesized differences across all areas, however, she found significant differences in but a few: while Boomers were indeed more organizationally loyal and trusting, with work holding a greater centrality in their lives, and were less inclined to leave the organization than Gen Xers or Gen Yers, all other factors, including job satisfaction, showed no significant difference between the three generations. She observed that the data suggested that differences between the three groups could at least partially be explained by the stage of life of the respective cohorts rather than their generational affiliation, and cautioned leaders to consider this factor in their leadership approach.<sup>99</sup>

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<sup>98</sup> Triscari, *Generational Differences in the Officer Corps: Sociological Factors that Impact Officer Retention*, 100.

<sup>99</sup> Skibo, *An Analysis of Generational Differences among Active Duty Members*.

## Current Canadian Forces Demographics

The CF Directorate of Strategic Military Personnel Research & Analysis (DSMPRA) kindly did a special data run in support of this paper to show the breakdown of CF Regular Force personnel in terms of age, rank and number.<sup>100</sup> The results are shown at Figure 8 for Officers and Figure 9 for Non-Commissioned Members (NCMs). The graphs are further overlain to show generational cohorts and approximate divisions between Junior Officers (Capt and below) and Senior Officers (Major and above), and Junior NCMs (MCpl and below) and Senior NCMs (Sgt and above).

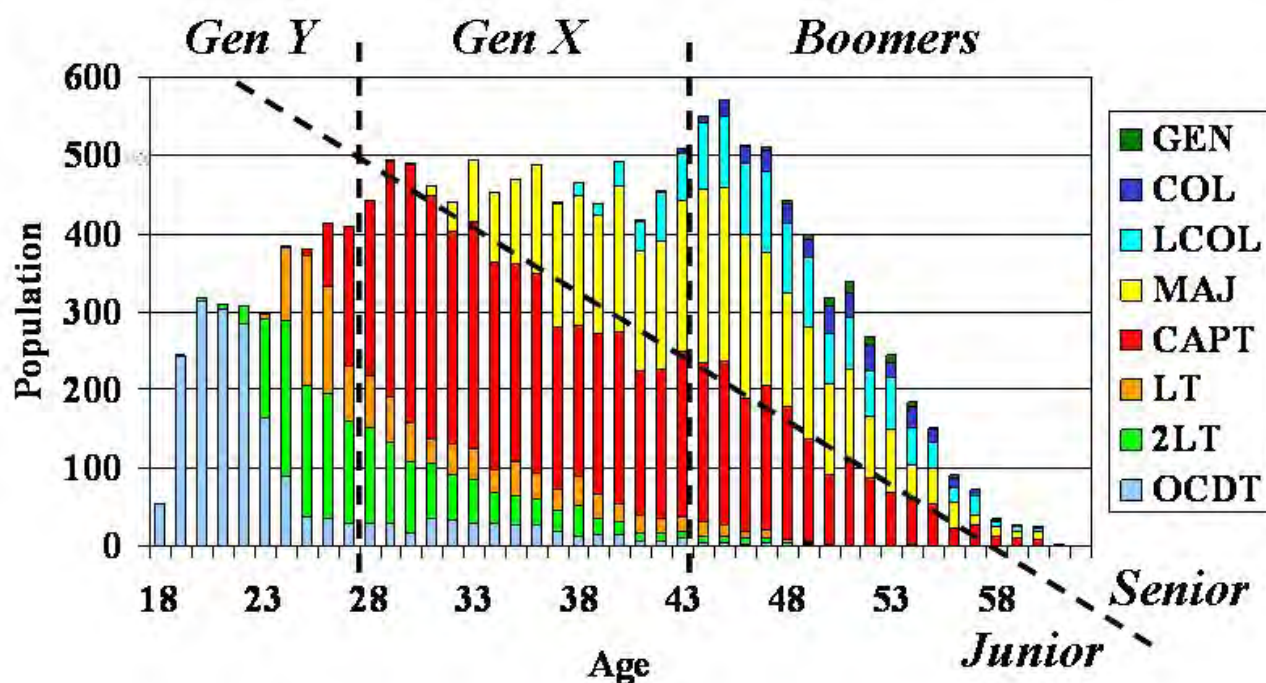


Figure 8 – Generation versus Rank – CF Officers (2008)<sup>101</sup>

<sup>100</sup> Director Strategic Military Personnel Research & Analysis, CF Personnel Data by Rank and Age, Feb 2008. Custom data run courtesy of Dr. Paul Bender (DSMPRA-3), Section Head – Workforce Modeling.

<sup>101</sup> Ibid.

In the group comprising CF Officers, Gen Y is composed of 100% Junior Officers, Gen X is composed of 80% Junior Officers and 20% Senior Officers, and the Boomers are composed of 40% Junior Officers and 60% Senior Officers; all percentages are approximate. Looked at another way, the Junior Officer cohort is composed of a majority Gen X, with the remainder showing a predominance in Gen Y over the Boomer category; the Senior Officer cohort is composed of a majority of Boomers, with the remainder being latter-half Gen X. Of tangential note is that there are 10 Colonels in Gen X, and the youngest General/Flag Officer, a Brigadier-General, is 46 years of age.

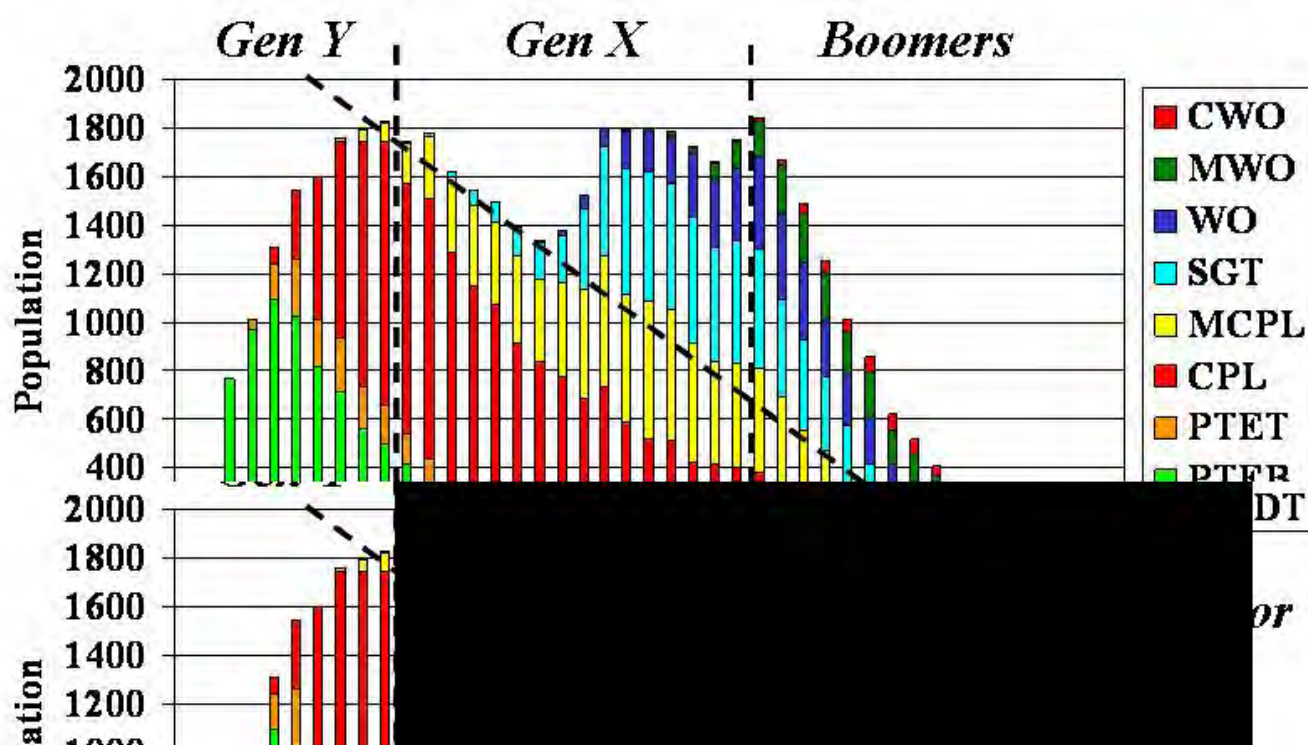


Figure 9 – Generation versus Rank – CF NCMs (2008)<sup>102</sup>

In the group comprising CF NCMs, Gen Y is composed of 100% Junior NCMs, Gen X is composed of 80% Junior NCMs and 20% Senior NCMs, and the Boomers are composed of 40% Junior NCMs and 60% Senior NCMs; all percentages are approximate. Looked at another way,

<sup>102</sup> Ibid.

the Junior NCM cohort is composed of a majority Gen X, with the remainder showing a great predominance in Gen Y over the Boomer category; the Senior NCM cohort is composed of a small majority of Boomers, with the large remainder being latter-half Gen X. Of tangential note is that there are 17 Chief Warrant Officers in Gen X.

### **Canadian Forces Research – The Army 2004 CROP Study**

In 2004, Environics undertook a CROP 3SC study at the behest of the Canadian Army<sup>103</sup> (in which 2472 Army Reserve Force personnel and Regular Force personnel participated) to assess values and proclivities; they analyzed the overall study population and resultant mapped cohorts, in comparison with each other and with Environics' parallel data on the measured 2004 values of the Canadian public in general.<sup>104</sup> The mapped data appear at Figure 10; the reader is reminded that the “average Canadian” is represented by the intersection of the map axes. Also, the reader's attention is directed to the respective values summaries provided for the overall study population. Given the volunteer nature of CF service, one would expect an incremental shift for the Army population from map centre, as it comprises a self-selected group drawn to an established and widely known set of values; further, these citizens are subsequently systematically socialized into this organizational value system. It must be borne in mind, however, that the ongoing CF mission in Afghanistan, and CF Transformation, will likely have driven a subsequent and ongoing evolution of the values measured in the Army 2004 CROP study.

Alan Okros *et al* have reported on subsequent values measurement in the CF, in this case

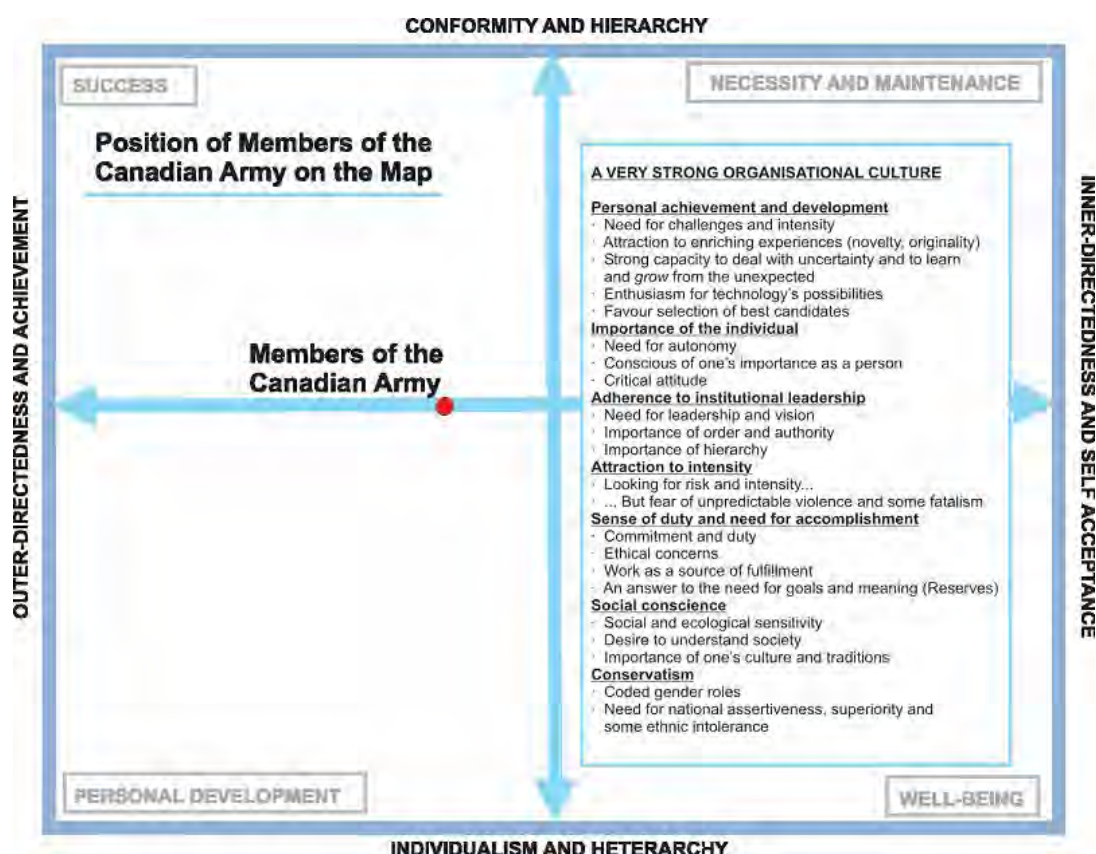
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<sup>103</sup> Director-General Land Capability Development, *Canada's Soldiers: Military Ethos and Canadian Values in the 21st Century*, 72. Original data sources courtesy of Ms. Christine Gauthier, DSCPRA Public Opinion Research Advisor.

<sup>104</sup> Ibid.

of Officers from all three services. While they identified that a “gap”<sup>105</sup> (perhaps similar to the incremental shift noted above) still existed between the values perspectives of military and civil society, the “respondents appeared to be in tune with the Canadian public and generally accepting of the imperative that the military must evolve to reflect the society it serves.”<sup>106</sup>

It is also to be considered, however, that while the CF has established cultural elements that extend across all Services, the Services themselves have distinct subcultures to greater or lesser extents. Thus, as this paper goes on to make inferences about the values of the CF and subcohorts thereof, it must be understood that they are at least partially based on an extrapolation of this 2004 Army data.



**Figure 10 – Values of Canadian Army Personnel as compared with Canadian Society<sup>107</sup>**

<sup>105</sup> Okros, Hill and Pinch, *Between 9/11 and Kandahar: Attitudes of Canadian Forces Officers in Transition*, 34.

<sup>106</sup> *Ibid.*, 48.

<sup>107</sup> Director-General Land Capability Development, *Canada's Soldiers: Military Ethos and Canadian Values in the 21st Century*, 8.

The map reveals that the Army is well aligned with society on the values associated with the vertical axis; with regard to the horizontal axis, however, Army personnel as a group tend to be more outer-directed and oriented toward personal development as compared to society. This would indicate a greater tendency toward social convention and regulations, which is fully in keeping with the expected, and indeed required, values of a soldier socialized to operate in a hierarchical team environment, with external assessment of performance. This is in keeping with Jurkiewicz and Bradley's aforementioned institutional finding of "a strong correlation between career choice and value system."<sup>108</sup>

This study went on to compare other Army cohorts: Members versus potential recruits, men versus women, Regular Force versus Reserve Force, and geographical regions; these, while interesting, fall outside of the scope of this paper. Of interest for this paper, however, are the comparisons of age cohorts and rank cohorts within this CF population.

Age cohorts are shown at Figure 11. As it turns out, the age cohorts very roughly correspond to the generational age cohort parameters chosen for this paper; hence, the data points are so labeled, in terms parallel to those used in Figure 5 (although it is to be understood that there are slightly different generational cohort age delimitations). The reader's attention is directed to the respective values summaries provided for each cohort in Figure 11.

The map progression of the cohorts from top left to bottom right is in keeping with that for CROP 2004 mapping of similar age cohorts of the Canadian general public.<sup>109</sup> Behaviours move from risk-taking, adventure-seeking, conservatism and some level of intolerance in the Gen Y group relatively linearly toward social tolerance, a need for autonomy, and a stronger

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<sup>108</sup> Jurkiewicz and Bradley, *Generational Ethics: Age Cohort and Healthcare Executives' Values*, 148.

<sup>109</sup> CROP, *The 3SC 2004 Annual Report*, Appendix 2-2. Proprietary data use courtesy of Mr. Alain Giguère, President CROP Inc.

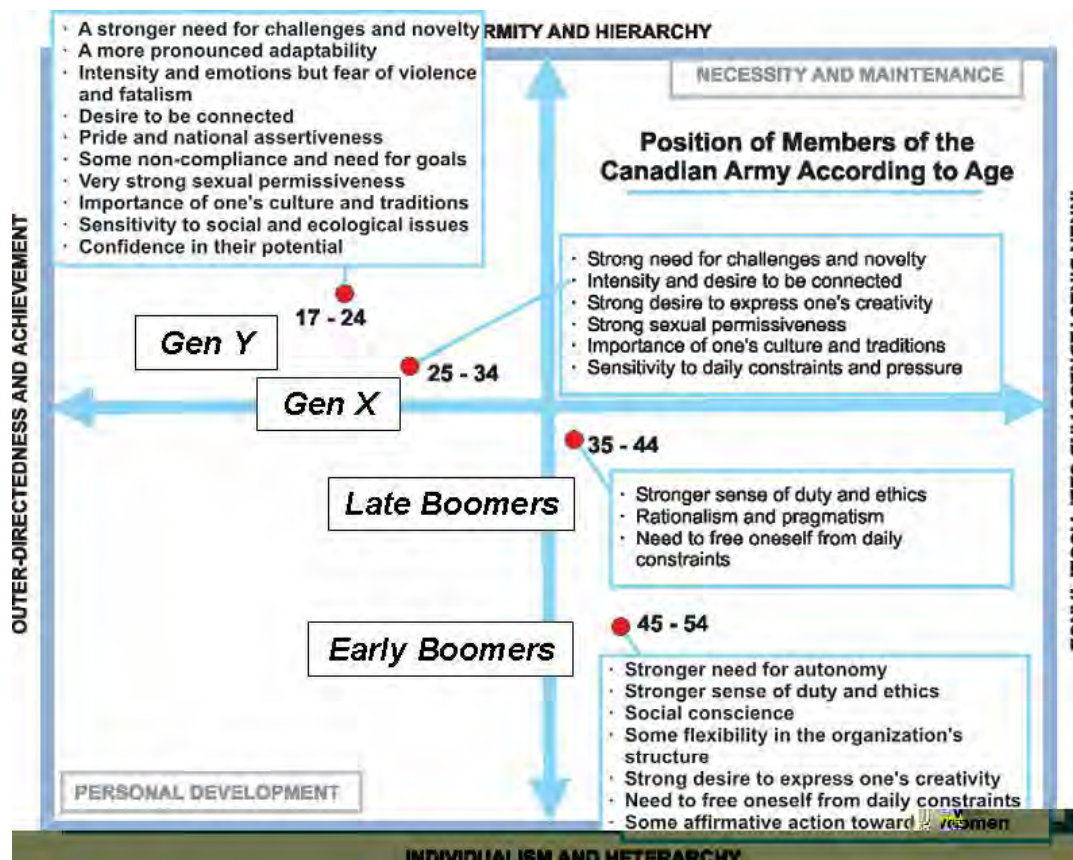


Figure 11 – Values of Canadian Army Generational Cohorts<sup>110</sup>

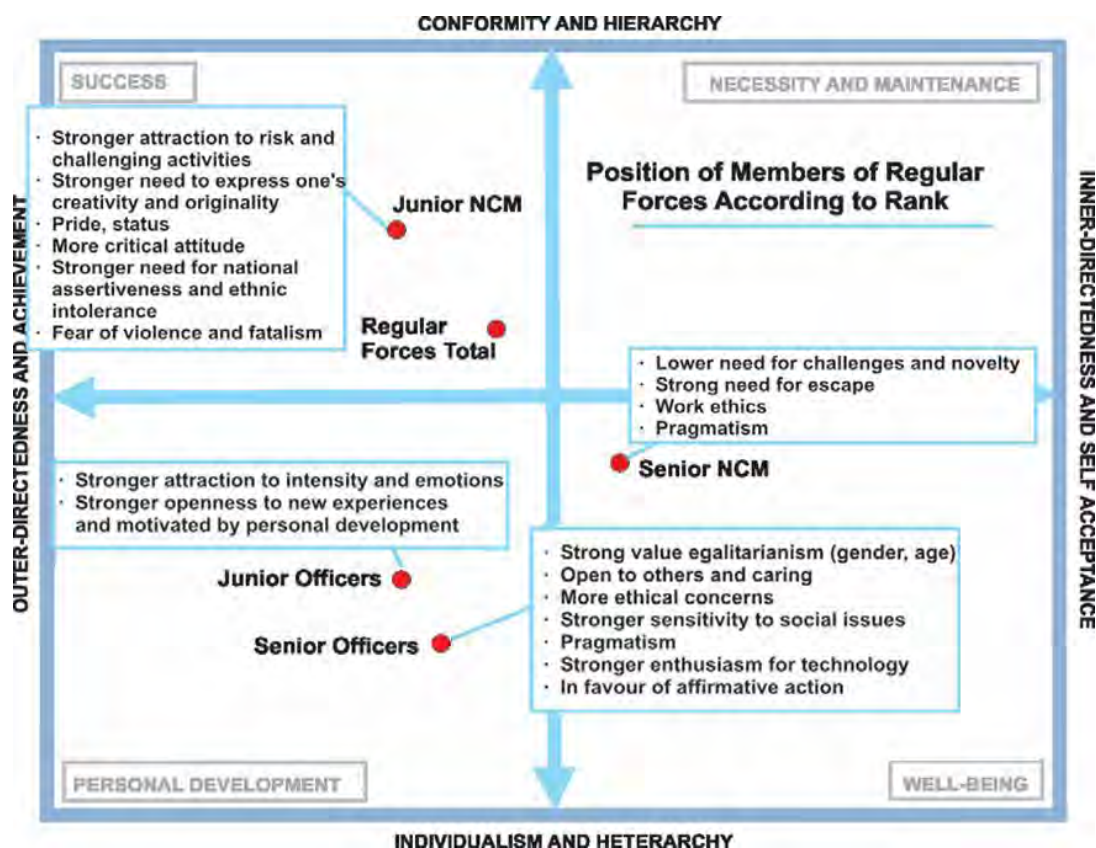
sense of duty and ethics in the Early Boomer cohort. These findings of differences are in keeping with the aforementioned observations regarding the generational cohorts of US military personnel. However, as discussed previously in this paper, it is not clear whether these are reflections of generational dynamics or career stage or life stage, the point raised by Skibo in her study of US military personnel.<sup>111</sup>

The CROP 2004 data on Army Regular Force personnel were then recast by rank; the resultant map is shown at Figure 12. The reader's attention is directed to the respective values summaries provided for each cohort in Figure 12. It is to be noted that, given that 71% of the

<sup>110</sup> Director-General Land Capability Development, *Canada's Soldiers: Military Ethos and Canadian Values in the 21st Century*, 15.

<sup>111</sup> Skibo, *An Analysis of Generational Differences among Active Duty Members*

sample comprised Junior NCMs, it is not surprising that the overall Regular Force position approximates their position in the top-left quadrant.



**Figure 12 – Values of Regular Force Rank Cohorts<sup>112</sup>**

Several observations are of interest on the rank cohort map. Firstly, although they occupy different quadrants, both Officer subcohorts show a similar level of outer-directedness to Junior NCMs, related to a similar level of concern with the approval of others; however, the Officer cohorts show a greater individualism and concern for individual needs and rights, and a preference for a less-hierarchical leadership model. Secondly, the Senior NCM subcohort shows a significantly greater inner-directedness, indicating a satisfaction with career status and a lack of need for social mobility. Finally, when tracking progressive career stages (i.e. from Junior to

<sup>112</sup> Director-General Land Capability Development, *Canada's Soldiers: Military Ethos and Canadian Values in the 21st Century*, 17.



Senior), the NCM and Officer tracks moved in parallel and in the general direction of the evolution of Canadian civilian generations over time; of further interest beyond the pure trajectory is the relative map distance traveled by each, indicating a significantly greater values development between the Junior and Senior stages in the NCM subcohorts during their careers.

Further interesting possibilities emerge when one overlays the generational/age cohort map (Figure 11) with the rank map (Figure 12). Figures 8 and 9 revealed<sup>113</sup> that the Senior NCM and Senior Officer subcohorts have a similar generational composition, as did the Junior NCM and Junior Officer subcohorts. If Generational Theory were the predominant dynamic at play in this military population, the Senior subcohorts would have been more closely approximated, as would the Junior subcohorts. Further, as the trajectory between the Officer subcohorts and that between the NCM cohorts run in a direction that is in keeping with the values evolution of Canadian generational cohorts as per Figure 7, and they are parallel but well separated, it may be inferred that the primary dynamic at play is that of rank-group (Officer versus NCM). It can be further inferred that values development for CF personnel is primarily influenced by rank-group-specific education, socialization and experiential learning, and that generational, career-stage or life-stage dynamics are secondary or non-contributory in the CF context.

The overall non-congruence of mapped rank cohorts is in keeping with two major US studies, albeit of non-military populations: the first, involving 269 public-sector personnel<sup>114</sup>, and the second, involving 629 public and private sector personnel<sup>115</sup>, demonstrated a significant difference of values based on hierarchical position within the organization. While intuitively

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<sup>113</sup> While it is recognized that Figures 8 & 9 represent CF-wide 2008 data, and that these are being used to make cohort composition inferences regarding 2004 Army data, it appears from these Figures that the percentage group composition should not have shifted enough to invalidate the numerical approximations used.

<sup>114</sup> Carole L. Jurkiewicz, Tom K. Massey Jr and Roger G. Brown, "Motivation in Public and Private Organizations: A Comparative Study," *Public Productivity & Management Review* 21, no. 3 (Mar, 1998), 230.

<sup>115</sup> Carole L. Jurkiewicz and Tom K. Massey Jr, "What Motivates Municipal Employees: A Comparison Study of Supervisory vs. Non-Supervisory vs. Non-Supervisory Personnel," *Public Personnel Management* 26, no. 3 (Fall, 1997), 367.

logical in the CF context, it is indeed an interesting indicator of the CF personnel development system. The system begins with recruiting psychometrics, carries on throughout one's career with an iterative, highly-regulated and rank-based individual training and education program, and is annually measured by a rank-based performance appraisal system that assesses individuals against established rank-based competencies described by published word pictures. Further, significant organizational socialization takes place throughout one's career, with much of it conducted in rank-based groups and settings (e.g. Messes). Thus, it would appear, based on the Environics work on generational cohorts in the general population, and further evaluated via the 2004 Army CROP data on generation and rank cohorts against the foil of DSMPra data, that rank cohort may be a more effective predictor of values than generational cohort for the population of CF personnel. In order to apply a triangulation of data to the exploration of this possibility, one further source of data will be evaluated.

### **Canadian Forces Research – The CF Fall 2006 *Your-Say Survey***

Twice annually, the Social Policy Section of the CF Directorate of Military Personnel Operational Research & Analysis (DMPORA) conducts the *Your-Say Survey*, which is “designed to measure the attitudes, circumstances and experiences of CF members on a periodic basis.”<sup>116</sup> A recent application of this tool, administered in Fall 2006, had 1300+ CF Regular Force participants. A review of the questions therein revealed that there were six in particular that had the potential to elicit different responses based on generational cohort as they aligned with areas of values and attitudes related to the workplace for which the literature reported contrasts in generational approaches. They also generally aligned with the broad categories chosen by

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<sup>116</sup> CF Directorate of Military Personnel Operational Research & Analysis, *Your-Say Regular Force Survey* (Ottawa, ON: Dept of National Defence, [Fall 2006 administration]).

Skibo<sup>117</sup> in her research tool for the measurement of generational differences in USAF personnel. DMPORA kindly did a special data run in support of this paper to compare responses of both rank cohorts (as previously defined) and generational cohorts (as previously defined).<sup>118</sup> The original (complete) data tables may be found at Appendix 1. The data in these tables are expressed as percentage of respondents within each cohort. While no claims of statistical significance are made in this paper, the reader is advised that the cohort of Gen Y respondents (i.e. the Gen Y “n” in these data) was an order of magnitude smaller than those of Gen X and Boomers.

For the purposes of rapid and non-automated comparison, only the two most extreme response categories at each end of the spectrum (most positive and most negative) were considered for each cohort, the percentage figure shown representing their sum. The following summary codes are employed to describe these combined data:

1. *Completely dissatisfied* plus *Dissatisfied* are described as DISSATISFIED;
2. *Satisfied* plus *Completely satisfied* are described as SATISFIED;
3. *Strongly disagree* plus *Disagree* are described as DISAGREE; and
4. *Agree* plus *Strongly agree* are described as AGREE.

The resultant data are represented in Tables 6a/6b/6c/6d/6e/6f, with each comprising both the rank-cohort data table and the generation-cohort data table for each question. The question numbers referred to are those associated with the selected questions in the Fall 2006 questionnaire. The reader is reminded that this interpretation of these data does not assume that these are multifactorial measures of collective cohort values as per an Environics CROP study;

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<sup>117</sup> Skibo, *An Analysis of Generational Differences among Active Duty Members*.

<sup>118</sup> CF Directorate of Military Personnel Operational Research & Analysis, *Your-Say Regular Force Survey*. Custom data run courtesy of Ms. Samantha Urban (DMPORA-3-3) – Social Policy.

they are treated, rather, as collective cohort indicators of areas of values and attitudes related to the workplace, to the extent that those attitudes drive perspectives and opinions in that *milieu*.

**Tables 6a – Derivative *Your-Say* Survey Data for Question 1a**

		Boomers	Gen X	Gen Y
Q1a: All things considered, how satisfied or dissatisfied are you with each of the following: the military way of life	<b>DISSATISFIED</b>	1.7%	2.6%	11.7%
	<b>SATISFIED</b>	68.2%	59.3%	46.7%

		Jr NCM	Sr NCM	Jr Officer	Sr Officer
Q1a: All things considered, how satisfied or dissatisfied are you with each of the following: the military way of life	<b>DISSATISFIED</b>	6.1%	1.2%	2.3%	0.7%
	<b>SATISFIED</b>	49.8%	67.9%	63.8%	73.0%

A review of the generational cohort data for Question 1a shows a much higher level of dissatisfaction in Gen Y, with a minor tendency in Gen X. DSMPRA data reflected in Figures 8 & 9 show that Gen Y is entirely Junior NCMs and Junior Officers, while Gen X comprises a majority of Junior NCMs and Junior Officers with a minority of Senior NCMs and Senior Officers. Comparison with the rank cohort data, however, suggests that this sentiment is resident principally within the Junior NCM subcohort of Gen Y, with a minor tendency in the Junior Officer subcohort of Gen Y.

**Tables 6b – Derivative *Your-Say* Survey Data for Question 4c**

**Tables 6c – Derivative *Your-Say* Survey Data for Question 6**

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>
Q6: I have confidence in Senior Defence Leadership (i.e. the Minister)	<b>DISAGREE</b>	15.3%	12.9%	6.7%
	<b>AGREE</b>	55.4%	58.7%	75.0%

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>
Q6: I have confidence in Senior Defence Leadership (ie. the Minister)	<b>DISAGREE</b>	17.0%	13.0%	9.7%	15.2%
	<b>AGREE</b>	50.9%	60.5%	61.4%	60.7%

A review of the generational cohort data for Question 6 shows a much lower level of disagreement in Gen Y. Comparison with the rank cohort data, however, suggests that this sentiment is resident principally within the Junior Officer subcohort of Gen Y and that the Junior NCM subcohort of Gen Y had indeed the opposite tendency as compared with all other rank cohorts.

**Tables 6d – Derivative *Your-Say* Survey Data for Question 7e**

		<b>Boomer</b>	<b>Gen X</b>	<b>Gen Y</b>
Q7e: I am satisfied that changes in the Department occur for a reason	<b>DISAGREE</b>	18.8%	14.4%	22.0%
	<b>AGREE</b>	59.4%	61.1%	50.9%

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>
Q7e: I am satisfied that changes in the Department occur for a reason	<b>DISAGREE</b>	19.7%	12.6%	17.6%	17.8%
	<b>AGREE</b>	49.6%	67.1%	59.4%	63.9%

A review of the generational cohort data for Question 7e shows higher levels of disagreement and lower levels of agreement for Gen Y, with perhaps a minor tendency for lesser disagreement in Gen X. Comparison with the rank cohort data, however, suggests that this sentiment (high disagreement and low agreement) is resident principally within the Junior NCM subcohort of Gen Y, with a minor tendency in the Junior Officer subcohort of Gen Y. Interestingly, it also suggests that the minor tendency for lesser disagreement in Gen X is clearly attributable to its Senior NCM subcohort.

**Tables 6e – Derivative *Your-Say* Survey Data for Question 7s**

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>
Q7s: The CF has shown itself to be a progressive organization as far as social change is concerned	<b>DISAGREE</b>	14.8%	13.0%	13.7%
	<b>AGREE</b>	57.0%	61.4%	62.0%

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>
Q7s: The CF has shown itself to be a progressive organization as far as social change is concerned	<b>DISAGREE</b>	16.3%	12.2%	15.4%	12.7%
	<b>AGREE</b>	52.1%	61.0%	63.0%	63.6%

A review of the generational cohort data for Question 7s shows very similar levels of disagreement across all three groups, with perhaps a very minor tendency for greater disagreement and lesser agreement in the Boomers. Comparison with the rank cohort data, however, suggests that this sentiment is resident principally within the Junior NCM subcohorts across the generations (with perhaps a very minor contribution of Junior officers), with the indication (when compared back to the generation data) of a greater representation within the minority Junior NCM subcohort of the Boomers.



**Tables 6f – Derivative *Your-Say* Survey Data for Question 8d**

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>
Q8d: I intend to leave the CF as soon as another job becomes available	<b>DISAGREE</b>	40.8%	42.7%	46.7%
	<b>AGREE</b>	16.5%	13.0%	10.0%

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>
Q8d: I intend to leave the CF as soon as another job becomes available	<b>DISAGREE</b>	39.2%	36.2%	50.4%	47.4%
	<b>AGREE</b>	15.3%	20.7%	8.2%	9.7%

A review of the generational cohort data for Question 8d shows lower levels of disagreement and higher levels of agreement for Boomers, with perhaps a minor tendency for lower disagreement and higher agreement in Gen X. This would seem logical beyond the generational dynamic, considering the likely career stage of these age/generational cohorts. Comparison with the rank cohort data, however, suggests clearly that this is not the case and that it is rank related. Indeed, these data suggest that the Boomer NCMs, and to a certain extent the Gen X NCMs, were much more likely to agree with this statement as their Officer counterparts, regardless of the life stage or generational affiliation of the latter.

## Further Thoughts and Future Research

Thus, it appears that, while the scholarly and popular literature regarding Canadian society demonstrate a correlation of sociocultural values and generational cohort, CF personnel have less of a tendency to derive their social values from demographic affiliations of generational, age or life-stage cohort than from their professional affiliation of CF rank-based cohort. This is in keeping with Triscari's<sup>119</sup> finding that perceptions were based more on career stage than generational affiliation for US Army Officers. It is also in keeping with data from a large US military study<sup>120</sup> conducted in 1998/1999, which showed indications that values/attitude responses aligned with rank cohorts, with scores for NCM cohorts related progressively from junior to senior, and parallel to those of the Officer cohorts. To illustrate, six questions from this study, similar to those excerpted from the *Your-Say Survey*, are presented at Appendix 2.

Mannheim did indeed warn that “simple generational separation performed on the basis of so many calendar years [would] not furnish a sound foundation for the analysis of social process and change.”<sup>121</sup> Environics further cautioned that generational icons on a social values map are really just a statistical averaging of their respective members of the thirteen Tribes as shown in Figure 6, and that the most valuable data on Canadian sociocultural values is expressed at the Tribe level. Perhaps the rank-based cohorts represent our CF Tribes and merit ongoing tracking and analysis on that basis.

This paper does not, of course, represent conclusive research in this regard. While the kindness of a number of organizations and individuals, with recognized expertise, data and

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<sup>119</sup> Triscari, *Generational Differences in the Officer Corps: Sociological Factors that Impact Officer Retention*, p. 100.

<sup>120</sup> Walter F. Ulmer Jr., Joseph J. Collins and Thomas O. Jacobs, *American Military Culture in the Twenty-First Century: A Report of the CSIS International Security Program* (Washington, DC: Center for Strategic and International Studies, [2000]).

<sup>121</sup> Mannheim, *On the Problem of Generations*.

infrastructure in the area of strategic HR and the values measurement of populations, has provided this paper with an interesting mix of some existing data, and some original recasting of data, this work is intended to serve as a well-posed question rather than a definitive answer. The CROP 3SC tool has a 25-year track record in Canada and has demonstrated its capability to measure with validity the values of a CF population; further, it has demonstrated the ability to directly and validly compare that military population with Canadian society at large. It should be administered annually to a representative CF-wide participant group, with CF-tailored outputs that evolve with the ever-evolving values of the CF and the Canadians we serve. Synergistically, established internal DND measurement processes such as the *Your-Say Survey* should continue in order to provide the less resource-intensive and more frequent on-demand targeted snapshots of evolving topical CF issues that could indicate the need for more in-depth research and action in specific areas.

## **CONCLUSION**

The CF is about people, in particular their capabilities and needs as driven by their respective values systems, and how we enable them to achieve their mission on the basis of unlimited liability in service to Canada. Their social values set is an aspect of selection, socialization, training, education and experiential learning by which we hope to produce an ethical and intellectually independent team player with the resolve to put duty before self; and this is done having recruited from a Canadian society that is more diverse and complex in more ways than perhaps at any time in its history. The CF must increase the frequency and depth of the measurement and analysis of this facet of its people and ensure that this information flows

through a constant feedback channel to the elements of the CF system that seek and develop those people.

It now falls to our DND scientists, academics and doctrine-writers, in cooperation with industry, to at least annually update and monitor the progression of the sociocultural values of the CF, in comparison with those of the Canadian population at large and with the requirements of the mission, and continually validate CF doctrine, training, policy and practices. Next, it falls to the Chain of Command to directly sense and understand these dynamics and their significance and continue their important task of directly developing and aligning the social values of their organizations and personnel, such that they might enjoy even greater success in achieving the mission while meeting the expectations of Canadians, and the needs of our CF soldiers, sailors and air personnel. Finally, it falls to the CF strategic leadership to seek and employ people-related information of this level of complexity in order to carry out their critical task, the stewardship of the CF, through an evidence-based approach.

		Boomers	Gen X	Gen Y	% of Total
Q1a: All things considered, how satisfied or dissatisfied are you with each of the following: the military way of life	<b>Completely dissatisfied</b>	0.0%	0.0%	1.7%	0.1%
	<b>Dissatisfied</b>	1.7%	2.6%	10.0%	2.5%
	<b>Somewhat Dissatisfied</b>	5.0%	8.8%	6.7%	6.9%
	<b>Neutral</b>	7.2%	5.9%	5.0%	6.5%
	<b>Somewhat Satisfied</b>	17.8%	23.4%	30.0%	21.0%
	<b>Satisfied</b>	55.0%	51.1%	41.7%	52.5%
	<b>Completely Satisfied</b>	13.2%	8.2%	5.0%	10.5%
<i>Total Count</i>		635	624	60	1319

		Jr NCM	Sr NCM	Jr Officer	Sr Officer	% of Total
Q1a: All things considered, how satisfied or dissatisfied are you with each of the following: the military way of life	<b>Completely dissatisfied</b>	0.3%	0.0%	0.0%	0.0%	0.1%
	<b>Dissatisfied</b>	5.8%	1.2%	2.3%	0.7%	2.7%
	<b>Somewhat Dissatisfied</b>	7.5%	6.8%	6.9%	6.3%	7.0%
	<b>Neutral</b>	11.3%	4.7%	4.6%	4.8%	6.7%
	<b>Somewhat Satisfied</b>	25.4%	19.3%	22.4%	15.2%	20.9%
	<b>Satisfied</b>	43.5%	56.1%	54.1%	57.8%	52.3%
	<b>Completely Satisfied</b>	6.3%	11.8%	9.7%	15.2%	10.4%
<i>Total Count</i>		398	424	259	270	1351

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>	<b>% of Total</b>
Q4c: To what extent do you agree or disagree with the following statements: my work schedule often conflicts with my personal life	<b>Strongly Disagree</b>	4.9%	5.6%	10.0%	5.5%
	<b>Disagree</b>	33.1%	29.4%	25.0%	31.0%
	<b>Neutral</b>	25.2%	24.0%	23.3%	24.5%
	<b>Agree</b>	25.8%	29.4%	25.0%	27.5%
	<b>Strongly Agree</b>	11.1%	11.6%	16.7%	11.6%
<i>Total Count</i>		632	622	60	1314

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>	<b>% of Total</b>
Q4c: To what extent do you agree or disagree with the following statements: my work schedule often conflicts with my personal life	<b>Strongly Disagree</b>	9.0%	3.8%	5.4%	3.0%	5.5%
	<b>Disagree</b>	35.3%	32.5%	28.7%	25.0%	31.1%
	<b>Neutral</b>	25.3%	27.0%	27.1%	19.4%	25.0%
	<b>Agree</b>	21.3%	25.8%	27.1%	37.3%	27.0%
	<b>Strongly Agree</b>	9.0%	10.9%	11.6%	15.3%	11.4%
<i>Total Count</i>		399	422	258	268	1347

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>	<b>% of Total</b>
Q6: I have confidence in Senior Defence Leadership (ie. the Minister)	<b>Strongly Disagree</b>	4.6%	3.8%	1.7%	4.1%
	<b>Disagree</b>	10.7%	9.1%	5.0%	9.7%
	<b>Uncertain</b>	29.3%	28.4%	18.3%	28.4%
	<b>Agree</b>	43.6%	47.0%	61.7%	46.0%
	<b>Strongly Agree</b>	11.8%	11.7%	13.3%	11.8%
<i>Total Count</i>		635	624	60	1319

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>	<b>% of Total</b>
Q6: I have confidence in Senior Defence Leadership (ie. the Minister)	<b>Strongly Disagree</b>	6.0%	3.3%	3.1%	3.7%	4.1%
	<b>Disagree</b>	11.0%	9.7%	6.6%	11.5%	9.8%
	<b>Uncertain</b>	32.1%	26.5%	29.0%	24.1%	28.1%
	<b>Agree</b>	39.6%	47.3%	49.4%	49.6%	45.9%
	<b>Strongly Agree</b>	11.3%	13.2%	12.0%	11.1%	12.0%
<i>Total Count</i>		399	423	259	270	1351

		Boomer	Gen X	Gen Y	% of Total
Q7e: I am satisfied that changes in the Department occur for a reason	<b>Strongly Disagree</b>	3.2%	1.9%	1.7%	2.5%
	<b>Disagree</b>	15.6%	12.5%	20.3%	14.3%
	<b>Neutral</b>	21.8%	24.4%	27.1%	23.3%
	<b>Agree</b>	49.9%	51.1%	42.4%	50.2%
	<b>Strongly Agree</b>	9.5%	10.0%	8.5%	9.7%
<i>Total Count</i>		629	618	59	1306

		Jr NCM	Sr NCM	Jr Officer	Sr Officer	Total
Q7e: I am satisfied that changes in the Department occur for a reason	<b>Strongly Disagree</b>	2.6%	1.7%	3.1%	3.3%	2.5%
	<b>Disagree</b>	17.1%	10.9%	14.5%	14.5%	14.1%
	<b>Neutral</b>	30.7%	20.4%	23.0%	18.2%	23.5%
	<b>Agree</b>	43.0%	55.5%	50.4%	52.0%	50.1%
	<b>Strongly Agree</b>	6.6%	11.6%	9.0%	11.9%	9.7%
<i>Total Count</i>		391	422	256	269	1338



		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>	<b>% of Total</b>
Q7s: The CF has shown itself to be a progressive organization as far as social change is concerned	<b>Strongly Disagree</b>	3.2%	2.5%	3.4%	2.8%
	<b>Disagree</b>	11.6%	10.5%	10.3%	11.0%
	<b>Neutral</b>	28.3%	25.7%	24.1%	26.8%
	<b>Agree</b>	46.5%	52.6%	44.8%	49.3%
	<b>Strongly Agree</b>	10.5%	8.8%	17.2%	10.0%
<i>Total Count</i>		630	612	58	1300

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>	<b>% of Total</b>
Q7s: The CF has shown itself to be a progressive organization as far as social change is concerned	<b>Strongly Disagree</b>	4.1%	1.4%	2.8%	3.0%	2.8%
	<b>Disagree</b>	12.2%	10.8%	12.6%	9.7%	11.3%
	<b>Neutral</b>	31.6%	26.7%	21.7%	23.8%	26.6%
	<b>Agree</b>	44.0%	51.9%	51.2%	50.6%	49.2%
	<b>Strongly Agree</b>	8.1%	9.1%	11.8%	13.0%	10.1%
<i>Total Count</i>		393	416	254	269	1332

		<b>Boomers</b>	<b>Gen X</b>	<b>Gen Y</b>	<b>% of Total</b>
Q8d: I intend to leave the CF as soon as another job becomes available	<b>Strongly Disagree</b>	17.1%	22.3%	25.0%	20.0%
	<b>Disagree</b>	23.7%	20.4%	21.7%	22.0%
	<b>Somewhat Disagree</b>	6.8%	8.2%	8.3%	7.5%
	<b>Neutral</b>	23.3%	24.4%	28.3%	24.1%
	<b>Somewhat agree</b>	12.5%	11.7%	6.7%	11.9%
	<b>Agree</b>	8.4%	6.6%	6.7%	7.5%
	<b>Strongly Agree</b>	8.1%	6.4%	3.3%	7.1%
<i>Total Count</i>		630	623	60	1313

		<b>Jr NCM</b>	<b>Sr NCM</b>	<b>Jr Officer</b>	<b>Sr Officer</b>	<b>% of Total</b>
Q8d: I intend to leave the CF as soon as another job becomes available	<b>Strongly Disagree</b>	21.1%	15.7%	24.8%	21.5%	20.2%
	<b>Disagree</b>	18.1%	20.5%	25.6%	25.9%	21.8%
	<b>Somewhat Disagree</b>	7.8%	4.8%	9.7%	10.4%	7.7%
	<b>Neutral</b>	28.9%	23.3%	22.1%	19.6%	24.0%
	<b>Somewhat agree</b>	8.8%	15.0%	9.7%	13.0%	11.7%
	<b>Agree</b>	6.0%	10.0%	6.6%	5.6%	7.3%
	<b>Strongly Agree</b>	9.3%	10.7%	1.6%	4.1%	7.2%
<i>Total Count</i>		398	420	258	270	1346

	Jr NCM	Sr NCM lower group	Sr NCM upper group	Jr Officers	Sr Officers
Q60: I have a deep personal commitment and a strong desire to serve the nation as a member of the armed forces.	4.35	5.07	5.40	5.33	5.44
Q78: Overall, I am satisfied with service in the armed forces.	3.59	4.24	4.78	4.50	4.99
Q79: When my Service's senior leaders say something, you can believe it is true.	3.65	3.90	4.14	4.21	4.36
Q81: In my Service, people are given the flexibility needed to balance the demands of work and personal or family life.	3.30	3.60	4.01	3.98	4.08
Q82: In my Service, an atmosphere of trust exists between leaders and their subordinates.	3.64	3.91	4.29	4.45	4.58
Q93: My Service responds to the changing conditions and needs of its personnel.	3.59	3.76	4.03	4.03	4.29
<i>Total Count</i>	<i>7195</i>	<i>2716</i>	<i>730</i>	<i>682</i>	<i>299</i>

In 1998/1999, the US Center for Strategic and International Studies administered the Military Climate/Culture Survey to 12,500 respondents from all ranks and all services to assess the prevailing attitudes and perceptions of the US military. Responses were assessed scores; *Strongly Disagree* =1; *Disagree* = 2; *Slightly disagree* = 3; *Slightly agree* = 4; *Agree* = 5; and *Strongly agree* = 6. Response values were then averaged for each rank cohort. For the purposes of this paper, parallel terminology has been used for rank cohorts: Jr NCM (E1-E4), Sr NCM (lower group) (E5-E6); Sr NCM (upper group) (E7-E9); Jr Officer (O1-O3); and Sr Officer (O4+).

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