

Chapter 2 Workforce Issues of the Twenty-First Century

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which of the following is the most accurate statement with respect to the increasing diversity of fire service organizations?

- A) Organizations with greater diversity are better suited to serve a diverse customer base.
- B) Organizations with greater diversity are respected by the populations they serve.
- C) Organizations with greater diversity display higher creativity and innovation.
- D) All of the above

- 2) Increasing diversity is moving American society from a "mass" society to a _____ society.

- A) flexible
- B) composite
- C) mosaic
- D) unified

- 3) Fire service personnel managers, in their efforts to transform the existing organizational culture with respect to an increasingly diverse workforce, will have to possess certain skills. Which of the following is *not* one of these skills?

- A) Self-awareness of your own culture and biases
- B) Understanding and acceptance of managing diversity
- C) Unwillingness to change policy for the benefit of diversity
- D) Recognition of diversity in all aspects of management

- 4) Which of the following is *not* one of the primary aspects of diversity?

- A) Race
- B) Sexual orientation
- C) Religious beliefs
- D) Age

- 5) As of 2016, approximately how many fire departments existed in the United States?

- A) 41,000
- B) 51,000
- C) 21,000
- D) 30,000

- 6) In 2016 the United States had a total of 1.2 million firefighters. What percentage of these firefighters are volunteers?

- A) 70 percent
- B) 62 percent

- C) 42 percent
D) 52 percent
- 7) As of 2016, approximately what percentage of career firefighters were women?

- A) 4.6 percent
B) 8.7 percent
C) 12.7 percent
D) 5.7 percent
- 8) Title VII requires that organizations categorize their employees according to race and gender and report this information to the EEOC. Is this statement true or false?

- A) True
B) False
- 9) Managing diversity and affirmative action plans are essentially the same thing. Is this statement true or false?

- A) True
B) False
- 10) Stereotyping can best be described by which of the following?

- A) A process in which specific behavioral traits are ascribed to individuals based on their membership in a larger group
B) Taking specific action against a person based on the person's group
C) A process of eliminating undesirable traits
D) Group behavior directs individual behavior
- 11) Which of the following statements about ethnocentrism is *not* true?

- A) Ethnocentrism views other groups less favorably than one's own group.
B) Ethnocentrism is prejudice on a grand scale.
C) Ethnocentrism is a major barrier to managing diversity.
D) Ethnocentrism is valid as long as
- 12) Cultural competence means acquiring the skills and sensitivity to build rapport within one's group but not at the risk of alienating other groups. Is this statement true or false?

- A) True
B) False
- 13) In their book *Managing Workforce 2000*, Jamieson and O'Mara discuss a system that will be valuable in managing the workforce of the future. What is this system called?

- A) Worker's rights system
B) Flex management system
C) Cultural awareness system
D) Job performance system

14) The motivation behind affirmative action policies is to:

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- A) Redistribute wealth among poorer people.
 - B) Redress the effects of past and current wrongful discrimination.
 - C) Have a system to hire marginally qualified people.
 - D) Win lawsuits for damages.

15) Title VII was a component of what major federal legislation?

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- A) Americans with Disabilities Act
 - B) Fair Labor Standards Act
 - C) Wagner Act
 - D) Civil Rights Act of 1964

16) Which of the following statements regarding the differences between affirmative action (AA) and diversity is *not* true?

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- A) AA is problem focused, whereas diversity focuses on opportunities.
 - B) AA is quantitative, and diversity is qualitative.
 - C) AA is proactive, but diversity is reactive.
 - D) AA is legally driven, while diversity is driven by organizational performance.

17) The US workforce continues to age. In 2022, people age 55 and older are projected to be _____ percent of the labor force.

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- A) 15
 - B) 20
 - C) 25
 - D) 30

18) Within the fire service environment, several unique factors make managing diversity more challenging as compared to other occupations. What are these factors?

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- A) Teamwork
 - B) Shiftwork
 - C) Close working relationship
 - D) All of the above

19) Fire service personnel managers need to review assignments of members on a regular basis to ensure that assignments are:

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- A) Diverse both vertically and horizontally throughout the organization.
 - B) Based on seniority.
 - C) Equally distributed.
 - D) Made on a first-requested basis.

20) Diversity training programs are very important and should be focused on legal liability and past discrimination. Is this statement true or false?

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- A) True
 - B) False

- 21) Failure of a fire department to be compliant with EEOC laws can result in which of the following?
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- A) Lawsuits
 - B) Negative publicity
 - C) Fines
 - D) All of the above
- 22) An awareness of personal work style and personal comfort level with ambiguity, conflict, and change will help managers understand how diverse people may experience supervision. Which of the following is an example of this?
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- A) Not inspecting the work to avoid conflict
 - B) Spending more time explaining assignments to ensure understanding
 - C) Having more lenient work rules for some employees
 - D) Letting employees report to work late
- 23) One of the most effective alternate dispute resolutions techniques is:
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- A) Peer mediation.
 - B) Mandatory EAP referral.
 - C) Counseling by social workers.
 - D) None of the above
- 24) Managing organizational diversity will increase _____.
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- A) performance
 - B) lawsuits
 - C) profit
 - D) morale
- 25) The Equal Employment Opportunity Commission is an independent federal agency created by Congress in what year?
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- A) 1972
 - B) 1964
 - C) 1952
 - D) 1986

- 1) D
- 2) C
- 3) C
- 4) C
- 5) D
- 6) A
- 7) A
- 8) A
- 9) B
- 10) A
- 11) D
- 12) A
- 13) B
- 14) B
- 15) D
- 16) C
- 17) C
- 18) D
- 19) A
- 20) B
- 21) D
- 22) B
- 23) A
- 24) A
- 25) B