

# Maryland Career Development Association



## Officers and Board Members

**President, Kim Wells**  
krwbusinessmail@yahoo.com

**President-Elect, Pam Allen**  
pallen@umd.edu

**Secretary, vacant**

**Treasurer, Janet Wall**  
sagesolutions@earthlink.net

**Past President, Marylyn Maze,**  
mazemd@hotmail.com

**Newsletter Editor, Janet Wall**  
sagesolutions@earthlink.net

**Technology Chair, Marilyn Maze**  
mazemd@hotmail.com

**Legislative Chair, Penny Cummings**  
baless@mepcom.army.mil

**Professional Contact Hour Chair**  
Diana Bailey, dbailey@msde.state.  
md.us

**Public Relations Chair, Karol Taylor**  
karolotaylor@comcast.net

**Awards Chair, Vivian Dai**  
Norikodai@gmail.com

## June 2008

### MCDA To Do List

**Sign up for your new membership year -- now.**

**Register for the NCDA conference.**

**Make plans to attend our reception on 8 July  
in the NCDA President's Suite (see invitation  
inside).**

**Meet the NCDA President and board members  
at the reception.**

**Submit information for the MCDA newsletter.**

**Volunteer to do your part to strengthen this  
organization by volunteering on committees  
and other leadership positions.**

**Bring in a new member to our group.**

**Make plans for the MCDA 2009 conference.**

## MCDA and the 2008 NCDA Conference

--- Submitted by Karol Taylor

MCDA eagerly anticipates the 2008 National Career Development Association (NCDA) Conference, to be held July 9-11 in Maryland's "back yard" – Washington, DC. The theme of this year's Conference is *Public Policy and Advocacy*, a relevant topic for our locale.

MCDA is pleased to announce that we have partnered with the Virginia Career Development Association and the Middle Atlantic Career Counseling Association for a pre-conference reception. Please join us Tuesday evening July 8 from 8-10 pm in the NCDA President's Suite, and invite a friend who might be interested in joining MCDA. The location of the Suite can be obtained from the NCDA registration desk or the hotel concierge.

The MCDA Board has offered to assist with Conference operations, and asks for you to consider joining us. Our most recent information from NCDA staff is that they still need the following:

- 1 LCD projector
- 2 volunteer runners to get the projectors to their destination (Wed. – Fri.)
- Local members to greet during the NCDA opening reception – wearing our MCDA tee-shirts!
- Meet dinner-on-your-own participants to offer suggestions and directions (tee-shirts optional)
- Provide Internationals and Ambassador Program participants ideas on what to do and where to go in Washington, DC – another tee-shirt opportunity!

The contact person to volunteer to work with the Internationals and the Ambassador Program is Amy Benedict-Augustine [alb44@cornell.edu](mailto:alb44@cornell.edu). To volunteer for the other activities, you may contact **Bobbi Carter** at [bcarter@ncda.org](mailto:bcarter@ncda.org).

Other operational volunteers include **Diana Bailey, Audrey Guinn, Soonhoon Ahn, and Karol Taylor**. These folks are helping with such things as registration, room/exhibit/hall monitoring, and the cyber café.

There is an additional area available for volunteering – at the Carnival! The opening reception at NCDA will have a Carnival theme. NCDA is seeking volunteers with skills in face painting, caricatures, balloon animals/items, magicians, stilt walkers, etc. If you or someone you know is willing to volunteer, please contact Bobbi Carter at [bcarter@ncda.org](mailto:bcarter@ncda.org).

MCDA tee-shirts are only \$13.00. The Board decided to order a few extra so there might still be one available in your size. You can contact **Marilyn Maze** at [mazemd@hotmail.com](mailto:mazemd@hotmail.com) to see if any are left. Wearing them should be lots of fun. Plus you will be identified as a member of your state career development association, a proud endeavor, to be sure.

The MCDA Board is pleased to share that two of our current members will be presenting at this year's NCDA Conference: **Dr. Lee J. Richmond** and **Dr. Janet Wall**. Dr. Richmond will co-present at the Professional Development Institute on July 8 from 1:30-6 pm. The topic is *Spirituality, Career Development, and Callings: Applications in Counselor Education and Practice*.

Dr. Janet Wall will present two sessions. The first is *Changing World Opinion*, a follow-on to her article in the Spring 2008 *Career Development Quarterly*, held July 9 from 4:20-5:30 pm. The second is *Arrows for Your Career Development Quiver*, held July 10 from 10:30-11:45 am.

Other Marylanders, presenting include Drs. Barbara Suddarth and David Reile, and Bridget Brown.

It all adds up to a week of fun, networking, and some additional learning thrown in "for good measure." When was the last time the NCDCA Conference was this close to Maryland? It's been a while, hasn't it? Let's take full advantage of the location, and determine not miss this platinum (more precious than gold) opportunity to participate in the nation's largest and most prestigious career event of the year.

For more information and to register for the conference, go to <http://www.ncda.org>.

## **Selected Resources for Youth with Disabilities**

### ***The 411 on Disability Disclosure: A Workbook for Youth with Disabilities***

This publication is designed for youth and adults working with them to learn about disability disclosure leading to informed decisions on whether or not to disclose the disability.

[http://www.ncwd-youth.info/resources\\_&Publications/411.html](http://www.ncwd-youth.info/resources_&Publications/411.html)

### ***Equal Employment Opportunity Commission (EEOC) Field Offices***

The EEOC enforces federal legislation regarding discrimination in employment to ensure equality of opportunity including persons with disabilities.

<http://www.eeoc.gov/offices.html>

### ***American with Disabilities Act (ADA) homepage (employment only)***

Website provides information and technical assistance on the Americans with Disabilities Act.

<http://www.usdoj.gov/crt/ada/adahom1.htm>

### ***Job Accommodation Network (JAN)***

This resource is designed to increase the employability of people with disabilities by providing a) individualized worksite accommodations solutions, b) technical assistance regarding the ADA and other disability related legislation, and c) educating individuals about self-employment options.

<http://www.jan.wvu.edu/>

### ***Association on Higher Education and Disability (AHEAD)***

AHEAD encourages full participation of persons with disabilities in postsecondary education.

<http://www.ahead.org/>

### ***National Collaborative on Workforce and Disability for Youth (NCWD-Youth)***

This group helps state and local workforce development systems to better serve youth with disabilities.

<http://www.ncwd-youth.info/>

### ***PACER Center***

The Parent Training and Information Center operates nationally to improve opportunities for youth with disabilities and their families, and offers training and technical assistance to a network of Parent Centers across the country.

<http://www.pacer.org>

### ***Parent Training and Information Centers by state***

This site lists Parent Training and Information Centers and Community Parent Resource Centers by state.

<http://www.taalliance.org>

# **YOUR ACTION ITEMS!**

**The American Counseling Association recently announced the availability of a new assessment resource site. This site has been created by Dr. Janet E. Wall in order to compile the best resources in educational and career assessment. Visit <http://assessmentresources.pbwiki.com>. Add to the resources.**

**Send me your comments and articles for the next newsletter!! Send to Janet Wall at [sagesolutions@earthlink.net](mailto:sagesolutions@earthlink.net).**

**Please let us help you share your fine contributions, resources, and ideas with your colleagues.**

## **Volunteers Needed**

**We need people to represent MCDA and act as volunteers at the NCDA meeting in DC this coming July. If you would like to do that, contact Kim Wells at [krwbusinessmail@yahoo.com](mailto:krwbusinessmail@yahoo.com)**



## **Your Board at Work**

**Here we have Janet Wall, Marilyn Maze, Karol Taylor, Pam Allen and Sue Gordon, all attending the most recent board meeting. If you are interested in becoming a key player in MCDA, let us know. We want more and more active members.**

## **RESOURCES**

**Read a recent interview of our MCDA officer, Dr. Janet E. Wall at [http://www.cvtips.com/job\\_seekers\\_online\\_goldmine.html](http://www.cvtips.com/job_seekers_online_goldmine.html).**

**JOIN US IN DC ON 8 JULY!  
COME YOURSELF AND BRING A  
POTENTIAL MCDA MEMBER.**



**Join the proud members of the**

**Maryland Career Development Association  
Middle Atlantic Career Counseling Association  
Virginia Career Development Association**

**in a welcome reception for the members and conference attendees of the  
National Career Development Association**

**Where: NCDA President's Suite  
Hyatt Capitol Hill**

**When: 8 July 2008  
8-10 pm**

**Visit our websites:**

**Maryland Career Development Association: <http://mcda.career-nsite.com/>**

**Middle Atlantic Career Counseling Association: <http://www.macca.net>**

**Virginia Career Development Association: <http://www.vcdaweb.org>**

## **TIME TO GET YOUR MEMBERSHIP STATUS IN ORDER**

**Membership in the Maryland Career Development Association is a great bargain at only \$20 for professionals and \$10 for retired or student members. The MCDA membership year begins on July 1, so it is time to renew your membership now.**

**This past year, MCDA has completely switched to an online system based on your email address. Our newsletter and all correspondence are sent to you by email. This allows us to communicate with you in a more timely fashion, and makes it much easier for us to keep you informed, and reduces our costs so we can use more of your membership fees for providing quality programming.**

**Whether you want to renew or initiate membership, go to:<https://thriva.activenetwork.com/Reg/Form.aspx?IDTD=2457637&IDRPH=2559099> and enter the information requested. It is a fast and easy process. If you can't remember how to log on to your account, just choose "Register online as a new user." If you need assistance, email MCDA. [Membership@gmail.com](mailto:Membership@gmail.com).**

**If you need to print the membership form and mail it to us, you can find the paper form on our website at [http://mcda.career-nsite.com/html/MCDA\\_application.doc](http://mcda.career-nsite.com/html/MCDA_application.doc)**

**We are looking forward to having you with us in the coming year, and we hope you will support MCDA by joining now.**

## **U.S. Still Leads the World in Science and Technology; Nation Benefits From Foreign Scientists, Engineers, RAND Study Finds**

AScribe Newswire (06/11/08)

Despite perceptions that the United States is losing its competitive edge, it remains the dominant leader in science and technology, concludes a new RAND Corporation report. The United States accounts for 40 percent of the world's spending on scientific research and development, employs 70 percent of the world's Nobel Prize winners, and is home to three-quarters of the world's top 40 universities, the report says. The flow of foreign students studying sciences, and foreign scientists and engineers, has helped the United States build and maintain its worldwide lead, even as other nations increase research and development spending. The study says that continuing the flow of foreign-born talent is critical to the United States keeping its lead. "Much of the concern about the United States losing its edge as the world's leader in science and technology appears to be unfounded," says report co-author Titus Galama. "But the United States cannot afford to be complacent. Effort is needed to make sure the nation maintains or even extends its standing." Although China has invested heavily in research and development, the majority of world innovation and scientific output is still dominated by the United States, Europe, and Japan, say RAND researchers. However, other nations are rapidly educating their populations in science and technology, with the European Union and China graduating more scientists and engineers every year than the United States. The report suggests establishing a chartered body to periodically monitor and analyze U.S. science and technology performance and the condition of the nation's science and engineering workforce, and making it easier for foreigners with U.S. university degrees in science and engineering to stay indefinitely in the United States and for highly skilled labor to immigrate to the United States.

# More Resources

## Terminated

For those of us that believe our career advice and guidance is paramount and critical, read this recent article from the Washington Post Magazine. This article is both sad and funny, but the topic is quite pertinent in our recent economy.

<http://www.washingtonpost.com/wp-dyn/content/article/2008/05/20/AR2008052001489.html>.

## Helping the Military

SOFAR is a unique and innovative program to aid the families and loved ones of army Reservists and National Guard deployed in Afghanistan, Iraq and Kuwait. Family members at home experience severe stress when coping with a loved one's deployment. While the stresses families face during deployment are well-known, the difficulties they encounter when soldiers return are often just as profound. Without treatment and support, this stress can lead to divorce, substance abuse, unemployment, behavior problems in children, and other related issues that can have a lasting impact on family life.

SOFAR: Strategic Outreach to Families of All Reservists is a pro bono, mental health project that provides free psychological support, psychotherapy, psychoeducation and prevention services to extended family of reserve and national guard deployed during the Global War on Terrorism from time of alert through the period of reunion and reintegration.

<http://www.sofarusa.org>

## Changing World Opinion

So the US isn't exactly the world's sweetheart these days. Let's let someone else fix it -- yes, it's the government's responsibility to fix everything, Oh, might you actually do something?

Read this to see if you might have a role in making the world believe in the US again. Go to <http://home.earthlink.net/~sagesolutions/World%20Opinion%20Article%20Printed%20Version.pdf>.

## Workforce Innovations Conference

Link here to the information for DoL's annual conference.

<http://www.workforceinnovations.org/>

## Debunking the Boys Myth

"The past few decades have seen remarkable gains for girls and boys in education, and no evidence indicates a crisis for boys in particular," the report's authors state, adding: "If a crisis exists, it is a crisis for African American and Hispanic students and students from lower-income families -- both girls and boys."

Read the full story at <http://www.america.gov/st/educ-english/2008/May/200805221445501CJsamohT0.5239679.html>



## **QUOTES**

**"Be who you are and say what you feel, because those who mind don't matter and those who matter don't mind."**

**Dr. Seuss**

**"If opportunity doesn't knock, build a door."**

**Milton Berle**

**"There are no shortcuts to any place worth going."**

**Beverly Sills**

**"He who refuses to embrace a unique opportunity loses the prize as surely as if he had tried and failed."**

**William James**

**"A positive attitude may not solve all your problems, but it will annoy enough people to make it worthwhile."**

**Herm Albright**

**"The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty."**

**Winston Churchill**

**SAVE  
THE  
DATE!**

**The next  
MCDA Annual  
Conference**

**23 January  
2009**

**Location TBD**

# Multigenerational Management

by *Annabelle Reitman, EdD*

A multi-generation workforce is great—more viewpoints and ideas to contribute towards innovation. But as great as it is, organizations are concerned about employee tension due to differing experiences, values, expectations, work habits, and communication styles. Luckily there are proven strategies for coping, and even thriving, with a multigenerational staff.

By now most employers know today's workplace is multi-generational, and includes different values and work styles. The four generations are typically categorized as Traditionalists or Veterans (65 years and older); Baby Boomers (48 years and older); Generation X (28 years and older); and Millennials or Generation Y (who began to enter the work force in 1990). With employees having grown up in different times, experiencing different world events, and raised with different values and philosophies, clashes of perspectives, expectations, work habits, and communication styles are expected. But that's no reason the focus should be on the differences between the generations, rather than the commonalities.

Successful organizations develop strategies that result in the generations working effectively together, learning from one another, and showing mutual respect. They are talent smart—adaptable, innovative, and creative as they try to recruit new talent while retaining their present talent. What strategies can organizations and their leaders develop to emphasize commonalities among the generations and build a “we” culture? What can they do to keep their best talent, no matter their age, engaged and productive? Strategies need to address what the four generations value and want to experience in the workplace. At the same time, differences in these individuals' work methods, tools, and procedures also need to be considered. With that in mind, here are five strategies that might help you.

## Strategy One: Work and Life Balance

Work/life balance is the juggle of work, family, friends, re-energizing, and personal wellbeing. When employees experience a good balance between their work and personal lives, they feel the organization is well functioning and supportive. They feel they are working in a healthy environment, and want to remain. One element of work/life balance important to all generations is flexibility—how, where, or when they get their work done. But flexibility is viewed differently by each generation. According to authors Beverly Kaye and Sharon Jordan-Evans, the mindsets for each generation are:

- **Traditionalists:** “I've earned it.” This is my time to spend with my family or think about retirement.
- **Boomers:** “I want it.” Now that my children are grown-up, I want to travel and peruse avocation interests, or have time to care for aging parents.
- **X'ers:** “**I deserve it.**” I want to choose how and where I do my work or spend my time. Give me space to make decisions.
- **Millenials:** “I expect it.” I want freedom— not to be tied to a desk. Thanks to technology I can work anytime, anywhere.

Flexibility can be provided in various ways to meet the lifestyles of the four generations, including by providing company blackberries and laptops, flextime, opportunities to work from home, and sabbaticals.

## Strategy Two: Learning Opportunities and Career Development

All employees want to learn to do their job effectively and efficiently. And, except perhaps for those who have reached the top rung of their career ladder, they want training to advance to the next level. But organizations need to take into account generational learning differences in styles and experiences. A survey by Eric Lesser and Ray Rivera on changing workforce demographics reveals that trainers need to accommodate the different learning method preferences that exist between older and younger generations.

While traditionalists and boomers are more comfortable with conventional class-based or trainer-led learning methods, X'ers and Millennials prefer technology--based learning. Yet even these two generations are not alike in their approach to technology. X-ers prefer Web classes they can work on by themselves, while Millennials like working with others via blogs.

While all generations are interested in learning opportunities, they want different content and topics. They are in various places in their career development and movement, and consequently, need or desire different knowledge and skills. Employee survey and self-assessment results will give your HR staff clearer insights regarding curriculum development

and delivery methods. This common interest also is an opportunity to bring the generations together to learn and grow from each other. Here's what they have to share:

- **Traditionalists:** Have a significant knowledge base to pass on before retiring. They can teach the intangibles of a role, the realities of the workplace, and the advantages and disadvantages of leadership. HR can partner with senior staff to develop and facilitate seminars.
- **Boomers:** As they plateau, their passion needs to be reengaged. As managers and bosses of X'ers and Millennials, they are in a position to act as coaches, and experience their staff's enthusiasm and energy. With proper training, Boomers can work with younger staff to set career paths that are aligned with team and organizational goals. In a coaching role, first-line supervisors can help these generations become aware of career growth and advancement opportunities.
- **X'ers and Millennials:** Once they settle into their position, they are ready to acquire new skills and experiences to determine their next moves. HR staff, in cooperation with company departments, can create opportunities for cross-functional positions, assignments in different locations, and short-term projects that place workers on senior-level teams. At the same time, they can be called on to bring older peers into the high tech world by sharing their knowledge of the latest technological products and services.

### **Strategy Three: Talent Management and Performance Appraisals**

Fifty-four percent of senior executives cite as talent management barriers senior managers who do not spend enough time on talent management, according to a recent survey by McKinsey & Company, while 52 percent cite line managers who are not sufficiently committed to employee development. Managers who are effective, no matter their level, work with: a) new hires to envision their future with the organization, and b) establish staff to keep them engaged and motivated.

Managers play a key role establishing understanding and agreement among the generations by:

- Setting an example of respect, tolerance, and appreciation of efforts and contributions made by all employees
- Establishing a culture of trust and confidence by giving people freedom to achieve outcomes their own way
- Managing different people differently, knowing not everyone has the same motivation for success or perspective of how to get the work done
- Caring about the people who work for them, and stepping in when misunderstandings or clashes arise
- Encouraging cooperation and a "team mentality"

One of the most critical responsibilities managers have is conducting performance appraisals. This can be a time when misunderstandings and disagreements readily happen and impact morale. What's more, young managers are increasingly responsible for older staffs, a situation ripe for resentment and condescension. An effective manager knows performance appraisals are a cornerstone of talent management that calls for careful planning, thoughtful discussion, and constructive comments. Done right, it benefits the individual, supervisor, and team.

A positive performance review process is a partnership between the manager and the employee that is employee-driven, adult-to-adult, creates "stakeholders," and results in a commitment to future career goals and work improvements. A partnership mentality implies collaboration for a common purpose. Elements of this type of evaluation system include:

- Building consensus between the supervisor and employee
- Holding more frequent informal check-in meetings to ensure everyone is on the same track and moving forward
- Giving employees the initiative to create performance goals and learning objectives
- Focusing on objectives and omitting biases and subjectivity
- Evaluating actual performance outcomes, not individualized work styles and habits with the attitude of, "Would I have done the work in the same manner?"

### **Strategy Four: Two-Way Communications and Trust**

A major difference between the generations is their communication styles and how they interact with other people. Traditionalists and boomers tend not to question or challenge authority or the status quo, while X'ers and Millennials have been taught to speak up and not just accept what they're told. How can clashes and misunderstanding be avoided? How can confidence, credibility, and reliability be established?

All employees, regardless of age, want to work with people who are honest and trustworthy. They want to feel everyone is “up front” regarding commitments and agreements. Open communication builds trust, which, in turn, builds loyalty. Leaders who develop consensus among the generations know no one has all the answers, and most importantly, that all groups contribute to the achievement of departmental goals and the organization’s success in the marketplace.

Organizations need to find innovative ways to quickly build trust among co-workers, supervisors, and facilitators, especially when involved in short-term projects or virtual teams. Promoting open collaborative communication is important when an organization needs older generations to stay engaged and younger generations to commit to the organization’s culture and values.

Mentoring is one way to foster understanding and agreement among the generations. A study conducted by Jodi Davis, reveals that in 77 percent of companies, implementation of mentoring programs increased retention rates. Senior level executives bring their own unique organizational history and experiences to the relationship, and are ideal role models for X’ers and Millennials, who gain valuable knowledge about the organization and its “way of doing things.” Mentoring allows generations to establish in-depth, meaningful relationships, creating an environment that’s open and honest about employee views, feelings, and opinions.

### **Strategy Five: Recognition and Respect**

Workers of all ages want to be recognized for their accomplishments. People want acknowledgement they feel has been earned and deserved from leaders, supervisors, and colleagues. However, different age groups define this differently:

- **Traditionalists:** Feedback is not necessary, but they want to know they made a difference. This group wants reassurance their vast experiences are respected and their perseverance valued.
- **Boomers:** Documented feedback on a yearly basis is fine. They want to know their contributions are noticed, and reflected in bonuses or cash awards.
- **X’ers:** Feedback should be often and honest to let them know they are on the right track. Personal acknowledgements received from managers and senior executives can be as important as monetary rewards.
- **Millennials:** They want immediate feedback that tells them what they’re doing right and what they’re doing wrong. They prefer quarterly bonuses to yearly ones.

Increasingly organizations are offering customized rewards programs to meet the changing expectations of employees. Note, though, that rewards won’t act as a motivator unless they are individually tailored. Surveys can be conducted to learn what employees want as rewards and how they want to be recognized. In addition to financial compensation and time-off, requests can include: an award given in front of peers, a thank you note from a leader in the organization, acknowledgement of their employment anniversary date, project leadership, and/or cross-training opportunities.

Treating human capital as an asset is good for business as it creates a “talent point of view” throughout the organization. From top leadership to front-line supervisors, the emphasis should be on building a work environment where all employees are supported and nurtured to remain passionate, resilient, and competitive.

The attention given to multiple generations in the workplace should be on common experiences and shared expectations. Different is neither right nor wrong, just different.

Each individual’s unique talents and contributions should be respected and valued.

*Annabelle Reitman, Ed.D., is a Career Management Consultant and SME with Insala, a leading global talent management software provider. Among other published books and articles, she is the author of “Talent Retention,” an Infoline Series for ASTD Press, 2007. For more information, contact her at [AnReitman@verizon.net](mailto:AnReitman@verizon.net).*

**Reprinted with permission from Insala.com. Visit their career products at <http://www.insala.com/career-development-software.asp>.**

**For more on this topic go to 60 Minutes program, The Millenials are Coming at [http://www.cbsnews.com/stories/2007/11/08/60minutes/main3475200.shtml?source=RSSattr=60Minutes\\_3475200](http://www.cbsnews.com/stories/2007/11/08/60minutes/main3475200.shtml?source=RSSattr=60Minutes_3475200)**