

# The *MOTIVATOR*

Minnesota  
Workforce  
Association

## Newsletter

Minnesota Chapter IAWP

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### **PRESIDENT'S CORNER**

My year as your President began with the opportunity to attend my first IAWP International Educational Conference. The 91st annual conference was held from June 13-17, in Durham, North Carolina. Other Minnesota attendees included Mike Fratto, Jan Miller, Fran Regan, Ann Seifert, Jim Warnest and his wife Linda, and retirees Mike Casey and Karen Karkula.

As your Chapter president, I spent the afternoon of the 13th in Leadership Training for new Chapter presidents, learning about all aspects of Chapter involvement in IAWP. Opening ceremonies and workshops began the morning of the 14th. The Conference was packed with a wide variety of workshops covering topics for both personal and professional application: leadership, positive thinking, employee development and motivation, grant writing, serving migrant and seasonal farmworkers, volunteerism, meditation techniques, caregiving, and improving your memory, just to give you an idea of the range of subjects.

I found two sessions particularly memorable. One was a visit to the North Carolina Biotechnology Center. We received an overview of the biotechnology industry and exposure to this national model for promoting and developing biotechnology. They have published a research study entitled "Window on the Workplace - Workforce Training Needs for North Carolina's Bioprocessing Industry." It discusses an overview of bioprocessing technologies, the work environment, knowledge and skills, recruitment and hiring. You can visit their website at [www.ncbiotech.org](http://www.ncbiotech.org) / . The other session was entitled "Workforce Initiatives", presented by Dr. Helen Parker, Atlanta Regional Administrator, USDOL. She presented information about the state of WIA reauthorization, common performance measures, program modifications, the Business Relations Group, and the national budget. The workshop generated some ideas for our upcoming Fall Conference scheduled on October 14 and 15 in Willmar.

IAWP's president for 2004-2005 is George Barthalow of Florida. The theme for his presidency is "A Commitment to Creative Collaboration." I would like to tag on to this theme and use it throughout the year to increase Chapter membership, bring back an awards program to recognize our members, and to have excellent

state educational conferences.

I am happy to announce that all chapter committee chairs are filled:

#### **Awards/International Development Chair**

Karen Karkula, 612/781-8990; [ryby317@comcast.net](mailto:ryby317@comcast.net)

#### **Education Chair**

Dean Eichelberger, 20/231-5174, X7520

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#### **Legislative Chair**

Mike Fratto, 651/296-3574; [Mike.Fratto@state.mn.us](mailto:Mike.Fratto@state.mn.us)

#### **Membership Chair**

Don Taragos, 763/536-6081; [Don.Taragos@state.mn.us](mailto:Don.Taragos@state.mn.us)

#### **Newsletter Editor**

Fran Regan, 651/205-4505; [Fran.Regan@state.mn.us](mailto:Fran.Regan@state.mn.us)

#### **Retiree Chair**

Ann Seifert, 651/227-6194; 66 East 9<sup>th</sup> St. #2707, St. Paul, MN 55101

#### **Services to People with Disabilities Chair**

Vicki Strommen, 651/642-0854

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#### **Veterans Chair**

Mark Tessmer, 612/520-3523; [Mark.Tessmer@state.mn.us](mailto:Mark.Tessmer@state.mn.us)

I want to take this space to thank each of these members for their commitment to the Chapter by graciously volunteering to work with me to grow and strengthen your Chapter. I also want to thank my **Vice President**, Jim Warnest, 651/296-1194; [Jim.Warnest@state.mn.us](mailto:Jim.Warnest@state.mn.us) and **Secretary/Treasurer**, Michael Doran, 507/285-7324; [Mike.Doran@state.mn.us](mailto:Mike.Doran@state.mn.us) for their willingness to serve in these important positions.

Please continue to visit our new website [www.pressenter.com/~mnwa](http://www.pressenter.com/~mnwa) for current information and upcoming Fall Conference details. I have had several meetings with the Chapter Executive Board, and there are some great initiatives that I will be rolling out in the very near future. If you have any questions, suggestions, or comments, I am always ready to listen. Call me or e-mail me anytime.

Kathy Simmons

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## **INTERNATIONAL CONFERENCE WORKSHOP SAMPLER**

Here's a taste of the variety of the workshops offered to attendees. There was no lack of interesting and timely topics, which often made it difficult to decide which workshop to attend.

### ***Four Generations in the Workplace***

For the first time in history, we work with four distinct and very different generations of co-workers. Presenter Cam Marston, of Marston Communications, remarked that there may be no other single issue today with as much all-encompassing organizational impact as this one. Each generation is motivated quite differently, aspires to different goals, and interprets accepted business practices and etiquette in drastically diverse fashion. Each of us must learn how to embrace the differences if we expect our organizations and ourselves to be successful in the global workplace and marketplace.

The "Matures" combine the WWII and Silent generations, those born prior to 1945. They comprise only 5 percent of today's workforce. The Baby Boomers, 45 percent of the workforce, includes those born between 1945 and 1964. Generation Xers were born between 1965 and 1977 and comprise 40 percent of the workforce. Lastly, the Millennials, born in 1977 through 2000, make up 10 percent of the workforce.

The Matures value duty, honor, country, loyalty, sacrifice, dedication, conformity, and building unity. They are patient, hard-working, proud to be American, and concerned with doing a good job. They expect authority to be based on seniority and primarily to be male. Baby Boomers, on the other hand, have a strong work ethic and are defined by their jobs. They are competitive, optimistic and value personal development. Boomers relish visible success, such as trophies, plaques, and lifestyle elements. They are consumers. Boomers are defined by "We are the world, we are the children."

Generation X came of age as the pillars of society were shaken and tumbling. They are cynical, skeptical and pessimistic about those in authority and about the future. They have been told that no one promised them anything, and they have seen many promises made to their parents and grandparents broken. Xers are suspicious of Boomer values and impatient for the Boomers to retire to let them get ahead. They were often raised as friends by their parents and were taught to be self-reliant as latch-key kids. They tend to be loners. Gen X does not want to sacrifice and work for the future at the expense of any pleasure today. They want to have some enjoyment each day because they know there are no guarantees.

Millennials are optimistic. They are individually focused, but group oriented and connected. They have difficulty focusing on anything non-stimulating.

Millennials are busy; they have schedules, agendas, planned activities. They, too, have been raised by their parents as friends. Millennials search out authority figures to lead them; they seek experience and guidance. They are described as ambitious but aimless. Millennials want to do big things, but they have no idea about how to reach those goals. They think that Matures, their grandparents, are cool and get along well with them. They tolerate their parents and expect to return home to live after college.

Marston theorizes that the oldest, wealthiest, and most visible of each generation defines the behaviors of that generation. He believes if you identify the heroes of a generation you will understand its value system. The Matures and Boomers honored war heroes, soldiers, and statesman. Boomers are defined by the assassination of John F. Kennedy. Gen Xers and Millennials have no heroes. The most visible and wealthiest of their generations are professional athletes. The older generations honored the teamwork of their heroes: the hero always gave recognition to the team and to teamwork as the reason for success. The two younger generations do not value teamwork as their parents and grandparents do. Their sports figures celebrate as individuals and use the team as a means of attaining personal success and recognition. The GenXers do not cite heroes; they cite celebrities. When asked about heroes, Millennials usually name local tangible people, such as their parents or grandparents. They see individuals as heroes and focus on the individual.

The Matures and Boomers have been loyal to a company and a work ethic. GenXers and Millennials are loyal to people, to a boss, as an individual. They value a personal, compatible relationship with the boss and are seeking a boss who will nurture them. Eighty-five percent of their decisions are based on emotional response. They want a work environment that has open, non-hierarchical communication, a tolerance and respect for emotion, respect for personal values, and allows for spirituality. They want to function as teams of individuals.

Understanding the values and priorities of the different generations allows co-workers and supervisors to work together in a more satisfying manner for all. This knowledge is critical for recruitment and retention as boomers leave the workplace and GenX and Millennials become more prominent.

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### ***A Walk in the Park***

Dr. Phail Wynn, President of Durham Technical Community College and Dr. William Little, retired chemist and member of the Research Triangle Foundation Board of Directors, described for the attendees how a Governor's vision started the first major economic development project in a state with the second lowest per capita income in the country, an economy dependent on low-wage, low-skilled industries such as tobacco, textiles, and furniture,

and a large out-migration of college graduates. In the 1950s, North Carolina Governor Luther Hodges promoted a site for expansion of industrial and government research labs, banking that industries would follow with production facilities. The non-profit Research Triangle Foundation was started without government funding, with 80 percent of the funds coming from outside of the three counties composing the Research Triangle. This led to the development of Research Triangle Park (RTP) located within three cities in three counties, by three major universities (NC State, Duke, and UNC-Chapel Hill). The Park was truly a partnership of state government, the corporate community, and academia. The future of the state was being sold.

Since this collaboration of employers and research partnerships within the RTP, North Carolina now ranks in the top three nationally in the biotechnology industry. The Park is the largest research park in the country. The Research Institute employs 2,000 and has over \$300M in research contracts. There are over 100 research and development organizations operating in the Park, with more than 50,000 employees and an annual payroll of \$2.7B. Success stories have not been all about large employers, such as IBM; the median size tenant has less than 40 employees and more than 70 percent of them are start-up companies or spin-offs. From 1970 - 2000, employment in RTP doubled every 5 years.

The major universities and community college system align their curriculums with the needs of businesses in the Triangle. The universities not only recruit nationally, but also globally. Durham CC provides customized training programs for most production companies in the Triangle and attract new companies by offering this training component. New and expanding firms look for skill-based and competency/performance based training. Displaced workers in textile, furniture, and tobacco industries are being trained to meet the skilled labor needs of these companies.

From their experience and perspective of what the future holds, both Dr. Wynn and Dr. Little agreed that many future jobs will be centered in the biotechnology and computer fields. Our children and grandchildren must be encouraged to master the core competencies of math, reading and communications, and hard sciences to enter and succeed in these and related fields of work.

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**The Evolving Leader**

**Leading Through the Sensitive Zone**

Leaders are always evolving. Today’s leader is changing and adapting to many internal and external forces. Tan Kirby David, President Kirby Resource Group, contends that the leader who is not changing is moving backward. This change impacts the workgroup as well as internal and external customers.

The “evolving leader” needs to:

- ▶ Have environmental scanning - looking at all things and what matters/appeals to people
- ▶ Have laser vision - the knowledge to focus
- ▶ Own his/her discomfort - know the factors that can influence perceptions and remain above them
- ▶ Be a change agent - accept and manage change. An evolving leader creates change.
- ▶ Have a bias for action - this is what needs to be done and I’m willing to do my part.

Presenter Davis focused on diversity. Diversity includes factors such as age, generation, race/ethnicity, disabilities, language/accents, job/position, sexual orientation, family composition, gender, education, appearance, values/beliefs, religion/spirituality, geographic background, management style and personality. We are all different. Diversity is inclusion. By viewing diversity as part of strategic leadership that incorporates shared accountability, inclusion, and organizational effectiveness, one looks at the process as “win-win.” Diversity should not be viewed as either fulfilling a quota or affirmative action, but as growing the organization through smart business.

The message received is the message sent. We must maintain a professional attitude in which we manage our biases, connect to workplace and organization, and focus on teamwork and customer service. The extremes on either side of the professional attitude are the “halo effect” and “repulsion.” The halo effect is a positive bias, a focus on similarities that can lead to favoritism. Repulsion emphasizes the negative bias, focuses on the differences and allows for a disconnect. The evolving leader is sensitive to both the “halo effect” and “repulsion”, steering a constant middle course by managing bias through a professional attitude.

Davis closed her presentation by stating that organizations need to evolve from diversity to inclusion, provide coaching, and aim for total integration and alignment as they deal with workforce, workplace, marketplace, and community issues.

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**Ordinary is Not Enough**

**Serving Customers with Special Needs**

Jacqueline Jesse, a vocational consultant with Carolina Case Management and Rehabilitation Services, Inc., spoke about how serving customers with special needs requires skill, tact, and care. The video “The Ten Commandments of Communicating with People with Disabilities” offered these “best practices”:

1. Speak directly to the individual rather than to a companion or sign language interpreter who may be present.
2. Offer to shake hands when introduced. People with limited hand use or an artificial limb can usually shake hands. Offering the left hand is an acceptable greeting.

3. When meeting with someone with a visual disability, always identify yourself and others who may be with you. When conversing in a group, remember to identify the person to whom you are speaking. When dining with a friend who is visually impaired, ask if you can describe what is on his or her plate.
4. If you offer assistance, wait until the offer is accepted. Then listen or ask for instructions.
5. Treat adults as adults. Address people with disabilities by their first names only when extending that same familiarity to all others. Never patronize people in wheelchairs by patting them on the head or shoulder.
6. Do not lean against or hang on someone's wheelchair. Bear in mind that people with disabilities treat their chairs as extensions of their bodies...And so do people with guide dogs and help dogs. Never distract a work animal from its job without the owner's permission.
7. Listen attentively when talking with people who have difficulty speaking and wait for them to finish. If necessary, ask short questions that require short answers, or a nod of the head. Never pretend to understand (when you don't); instead, repeat what you have understood and allow the person to respond.
8. Place yourself at eye level when speaking with someone in a wheelchair or on crutches.
9. Tap a person who has a hearing disability on the shoulder or wave your hand to get his or her attention. Look directly at the person and speak clearly, slowly, and expressively to establish if the person can read your lips. If so, try to face the light source and keep hands, cigarettes and food away from your mouth when speaking.
  - ▶ If a person is wearing a hearing aid, don't assume that they have the ability to distinguish your speaking voice.
  - ▶ Never shout at a person. Just speak in a normal tone of voice.

10. Relax! Don't be embarrassed if you happen to use common expressions such as "See you later" or "Did you hear about this?" that seem to relate to a person's disability.

The bottom line is to treat all people you meet with respect!

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### **International Panel**

Poland, Lithuania, Latvia, and Japan were represented on this panel. Panel members provided statistics, including unemployment rates, and gave insight into how their countries are working to improve their economies. As of May 1 of this year, Poland, Lithuania, and Latvia become members of the European Union (EU). The labor exchange opportunities of this combined union will help each country in the long-term.

Poland's average unemployment rate is 20 percent, with over 50 percent long-term unemployed. Poland has

the highest youth unemployment in Europe - 50 percent. When the Soviet Union collapsed in 1989 and Poland emerged as a free country, state agricultural farms disappeared. This contributed greatly to high unemployment. Now there is more economic development, more subsidies available to employers to hire workers. Joining the EU allows Polish workers to move to different countries to find employment. Regional funds are available for economic development and employment activities, to develop human resources, offer training to unemployed workers and to employers. Local partnerships are being developed.

Lithuania developed a Labor Exchange system in 1991 and now has 46 offices around the country. The unemployed are counseled to develop plans to obtain work, get additional training or education, put together career plans, or prepare for self-employment. There are projects to create more jobs in rural areas where unemployment stands at more than 15 percent compared to metropolitan areas at 7.5 percent. The country faces a big challenge in changing attitudes of people from passive (someone will get them a job) to active (responsible for finding a job or taking steps to prepare themselves for new jobs).

Latvia's national unemployment rate is approximately 8.6 percent, but there are five regions bordering Russia with rates close to 18 percent. The state employment program provides services to employers, offering training only according to labor market needs. There are pilot projects with subsidies to employers to hire workers. EURES is the labor market network to facilitate free movement of workers and mobility within the EU. Currently Latvia is exporting labor, with workers leaving for seasonal, lower paying work instead of high paying technical jobs.

Japan's unemployment rate has been dropping and is currently 4.7 percent. Public employment security offices (Hello Work) offer counseling, job information, and internet search for jobs (Job Info Net) using PCs or cell phones. Using a cell phone to obtain job search information is very popular among Japanese youth. Work Call is a telephone system available for individuals who want to get job-related information but are not comfortable using a PC. It ties them into Job Info Net. There are assistance centers for career design to help workers and employers build career paths and business support centers to help individuals who would like to start their own business, providing consultation, information, seminars, and technical help.

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### **Brace Yourself for Biotechnology**

What is biotechnology? It's a collection of technologies that use living cells and/or biological molecules to solve problems and make useful products. It's

an essential part of modern pharmaceutical, health care, agricultural and other bioscience industries. Two representatives of the North Carolina Community College System and a performance development site manager from Bayer HealthCare discussed this growing industry and the strong relationship required between a training provider and an employer to ensure effective workforce development.

Why do we care about biotechnology? It's huge, it pays well and it's growing fast as demand for health care and agriculture products skyrockets. By 2010, health expenditures are expected to account for 16% of national GDP, \$8,700 per person. Not all biotech jobs require baccalaureate or advanced degrees. Many jobs are at technician levels for which a two-year program in applied science (AAS) is sufficient. In addition, there are many entry-level jobs which require a high school diploma or GED with 8th grade level in reading, writing and math skills. Biotech companies are in need of specialized training for their workers to meet their workforce needs as the industry expands.

The following are examples of biomanufacturing jobs: material handler, process technician, process development associate, manufacturing operator-upstream/downstream, calibration/instrumentation technician, validation specialist, QA documentation coordinator, logistics technician, industrial services technician, and HVAC technician. Other biotech career opportunities are in plastics/packaging, shipping/storage/logistics, equipment set-up and or maintenance, facility maintenance, sales, and suppliers/vendors.

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### ***Before You Become the Caregiver***

Did you know that one of every four households today is involved in providing help to an older person? The average caregiver is a 46 year old female who is married, employed AND working outside the home. Most care for their parents, grandparents or spouse. These numbers will increase because of the older population, smaller family sized, and an increase in two-earner households. There are only four kinds of people in this world...those who have been caregivers, who currently are caregivers, those who will be caregivers, and those who will need caregivers.

These rather startling facts were presented by Suzanne Lafollette-Cameron, associate director of North Carolina AARP and Christine Urso, a Family Caregiver Specialist with the NC Department of Health and Human Services. Care giving is an exhausting job-emotionally, physically, and financially. Caregivers face many challenges as they deal with not only anger and depression of the person they care for, but also societal expectations, employer attitudes, family conflicts, public policies, and lack of knowledge. Many people are "informal" caregivers for whom there is no training and no compensation. Nearly 60 percent of

caregivers suffer from clinical depression. Other consequences of care giving are grief, guilt, loss of the role of husband, wife or parent, little time for self needs, problems with work, negative impact on family and relationships, resentment, and anger. Among the impacts on a caregiver's career is the inability to attend training or complete job travel. These people miss work and are less productive.

Most employers do not seem to "get" the impact of care giving unless they are personally faced with care giving issues even though 20 percent of the workforce is dealing with this issue. Research shows that \$13 in productivity is returned for every \$1 invested in workplace support of caregivers. Care giving and aging affect everyone and need to be recognized and honored. Many large employers have begun to realize the importance of eldercare and have started to create a culture that supports family friendly policies. Contact the Eldercare Locator at 1-800-677-1116 or [www.benefitscheckup.org](http://www.benefitscheckup.org).

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## **MARK YOUR CALENDAR**

**October 14-15**

Plan to attend the Chapter's annual Fall Institute to be held in Willmar. The Holiday Inn will be the place. Submit your request now to your supervisor. We are planning an exciting program. We'll keep you updated on the Chapter web site. Dean Eichelberger is coordinating the conference, so if you have suggestions, he would love to hear from you. We need the input of our members!

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**The MOTIVATOR** is the official quarterly newsletter of the Minnesota Workforce Association/Minnesota Chapter of IAWP, Kathy Simmons, President (651)779-5422.

News items, articles, pictures, and comments are eagerly solicited. The deadline for submission of items for the next issue is the 15th of November. Please submit articles to the Editor: Fran Regan, DEED, 390 North Robert St., St. Paul, MN 55101, voice 651-205-4505; fax 651-297-7722; e-mail [Fran.Regan@state.mn.us](mailto:Fran.Regan@state.mn.us).

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