



March 2014 Edition

A Message from the President

Greetings NECA Members and Colleagues,

Distance Career Counseling is becoming more prevalent all the time. Individuals who live in rural areas, work unconventional hours, or otherwise have limited access to this career expertise now connect with the many exceptional professionals who help people with career development and employment counseling. During this process many of us utilize the Holland Codes (realistic, investigative, artistic, social, enterprising, and conventional) to help match client personality characteristics with work environments that will be a good fit. I mention the Holland Codes frequently in the process of doing distance career counseling/coaching. So I salute Holland this month and suggest he contributed meaningful insights into our important profession.

Later this month many counselors will be traveling to the wonderful destination of Hawaii for the annual American Counseling Association Conference and Exposition. It's not just right around the corner for many of us so if we miss you, we wish you well. For those who are able to attend, NECA will be presenting educational sessions Friday March 28 beginning with Dr. Carolyn Greer, followed by Dr. Michael Lazarchick and Dr. Sue Pressman, and ending with Carolyn Kalil.

The conference is a whirlwind of educational opportunity and we wholeheartedly invite you to look us up and join us for an engaging afternoon of employment counseling insights.

My very best to you – be well,

Thomas Ayala LPC, GCDF
NECA President

Remember: Together We are Better!

Attention members!
Please remember to renew
your membership online
Not a member?
Register online.
www.employmentcounseling.org

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Upcoming Training: Working Ahead, Moving Forward Global Career Development Facilitator

Practitioner Training Online: The next 12-week online Working Ahead, Moving Forward GCDF practitioner training will begin March 19, 2014. Get registered now on the website!

Please do not miss out on this essential training for public and private workforce and career management professionals. Review the training description and get registered now on the NECA website: www.employmentcounseling.org.

Instructor Training: If you are interested in becoming an online instructor, please send your training resume credentials and proof of successful completion of the Working Ahead, Moving Forward GCDF 12-week online curriculum to Dr. Kay Brawley, NECA Professional Development Director: kbrawley@mindspring.com.





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2014 NECA Day of Learning
Convention Center, Honolulu, March 28, 2014

**Boomers: Recession =
3 R's: Retirement, Rewriting, and Reinvention**

~ Carolyn Greer, Ph.D. / 7:00am – 8:00am

Baby Boomers have led the parade for changes in our society. The economic recession created major changes in the world as Boomers knew it. Economic and employment pictures have drastically changed. What is ahead for the largest portion of our population? How will changes in population impact the economy of the USA and possibly the world?

Learning Objectives: Participants will review the changing dimensions of Baby Boomers as a result of recession by considering the past employment of Boomers, comparing it to the present employment picture, and predicting future trends for this population. Along with the changing economy and employment status of Boomers, the lingering effect of mental health changes will be reviewed.

The Business of Career Development: Branding Image, Building Network, Broadening Career Services

~ Sue Pressman, Ph.D., et al. / 10:30am – 12:00 noon

The presenters, career counselors, will share how they established their businesses with their own identifiable brands. Each has a slightly different, yet overlapping "niche market." They will demonstrate how they leveraged their capabilities, not only to succeed, but triumph despite the sluggish economy and downtrodden employment market over the last five years.

Research will be shared on successes and challenges of career counselors who have ventured into business. Strategies and techniques will be revealed for combining core career counseling competencies with basic business savvy to gain a share of the career development business in today's competitive, yet growing market in both public and private sectors.

Dr. Sue Pressman, President/CEO of Pressman Consulting, LLC has become a branded career counseling business owner and employer of career counselors across the country. She and her cadre of professionals will reveal how to brand and align yourself to build and break into a "winning" career business.

Learning Objectives: This presentation will help you focus on the necessary skills for *branding* your career counseling background into a business. You will gain an understanding of the challenges associated with *building* and sustaining a successful business.

Wellness in the Workplace: Fixing the Future

~ Michael Lazarchick, Ph.D., et al. / 2:00pm – 3:30pm

Hear the latest, best facts on change in the workforce. What is emerging in response to the economic downturn? How is the labor market evolving? What are the trends? Where are the jobs? How do counselors make money and help their clients find success? Learn the essential ingredients of a successful 21st century job search and the art of creating a web presence. Expect an interactive, lively discussion. Presenters will entertain the audience while translating complex issues into an easy to understand format, weaving the presentation around the concept of wellness in the workplace and innovative approaches to fixing the 21st century labor market.

Learning Objectives: Participants will be better prepared to help clients find viable employment, a major requirement for optimum mental health. They will better understand how the labor market works and share ideas about how each of us can personally help the economy move in a positive direction.

Follow Your Inner Heroes™ To The Work You Love

~ Carolyn Kalil / 4:00pm – 5:00pm

As Bob Dylan said, "the times they are a-changin'," and so are we. In recent history we've gone from typewriters to computers, phone booths to cell phones, and cassette tapes to MP3s. Personality assessments have also moved on. Instead of a color metaphor for personality types as with the popular *True Colors*, a more current approach capitalizes on an "inner hero" theme. Why Inner Heroes™? Today's blockbuster movies and TV shows are all about heroes. Most of us have or had heroes with traits we admire, and we are all heroes in our own unique way.

Learn about the new Inner Heroes™ system by taking the assessment. Replacing the four colors, the names for the four Inner Heroes™ are Helper, Thinker, Planner, and Doer. Shift your attention to being the hero of your own life instead of outside models. That is the purpose of the Inner Heroes™ system in Carolyn Kalil's new book, *Follow Your Inner Heroes™ To The Work You Love*, and Workbook, *True Success*.

Learning Objectives: Participants will engage the new "Inner Heroes" personality assessment that broadens the original True Colors work. They will gain knowledge to self-actualize (their highest potential, their inner wisdom) by understanding the "inner hero" within them.



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NECA Meetings

During the Neca conference, NECA will be scheduling various meetings in the NECA Suite at Hilton Hawaiian Hotel Resort.

1. NECA Executive Board Meeting
Thursday, March 27
5:00pm – 6:00pm
2. NECA General Membership Awards Program
Thursday, March 27
6:00pm – 6:30pm
3. NECA/ACEG Leadership Reception by Invitation
Thursday, March 27
6:30pm – 7:30pm

Featured Article

GCDF Competency...Thoughts on Customer Service

~ Michael C. Lazarchick, PhD

I have long been intrigued with the suggestion that everybody we meet is our customer. Most of us want to be well regarded by other humans. We want our concepts about the intricacies of life to be accepted. We want to be honored for our thoughts far less than be ridiculed as do all those who cross our paths. Indeed, I would argue that we are always “selling” our persona to everyone else, whether or not we are conscious of the process.

Both in customer service arenas and the counseling process I am sure we will agree that active listening is one of our most effective tools.

*A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him.
He is not an interruption in our work. He is the purpose of it.
He is not an outsider in our business. He is part of it.*

We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.

~ Mahatma Gandhi

Mahatma reminds me of how honored I felt listening to the stories of those who entered my office and how nice it felt when they responded well to the ideas I offered. As counselors our business is about establishing rapport with those we serve.

Rapport is the ability to enter someone else’s world, to make him feel that you understand him, that you have a strong common bond. ~ Tony Robbins

The tenets of empathetic counseling would certainly be valuable in any customer service department!

Topic 3 in NECA’s Working Ahead, Moving Forward™ (CDF Course) is *Helping, Coaching, and Customer Service Skills*. One of the offered resources is the Customer Service Zone, packed with articles and ideas about dealing with other humans. The discussions are rich as students share their views on the various concepts presented.

If you are not yet Certified as a Global Career Development Facilitator, NECA offers GCDF training about every three or four months, completely on-line and fully approved by the Center for Credentialing and Education.

Visit our website <http://employmentcounseling.org/get-certified.html> to register. Additional information is also available on my personal website: <http://mlazarchick.com/gcdf>.



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Cuba in Brief: Part II

Career Development by Limited Access Rather than Choice . . . Hope through Love of Art, Music, and Dance

~ Dr. Kay Brawley, NECA Professional Director

Buenos días . . . welcome to NECA's *globalization venture* to Cuba. Prior to the NECA *People to People* US government approved educational/cultural experience last December, I was interested in learning more about Cuba through my volunteer work as Guild President of the Museum of Arts & Sciences in Daytona Beach, Florida. It is a Smithsonian Institute Affiliate, which has an extensive exhibition of Cuban art (see *historical capsule*). The purpose of the NECA trip was to learn more about the lifestyles and opportunities available to the locals and, hopefully, meet with the Ministry of Jobs to discuss the employment process. Although that meeting did not take place, we did have the opportunity to learn more about the educational system and the career development process leading to employment from the Minister of Education in Havana.

Employment Industries: Tourism is Cuba's number "1" industry today. It is controlled by the government just like the coffee, tobacco/cigars, and liquor/rum industries, with no access to business development for Cubans for employment by choice. This limited access is where the US career development process and the Cuban method of employment opportunity differ. In Cuba, there are 140 licensed businesses, controlled by the government. Access to employment is limited; there are a predetermined number of openings in a career field. Opportunities are determined by assessment scores, a process beginning in secondary school through a 2 week internship preparation. For example, our NECA Cuban Guide from the Tourism ministry obtained entry into that specific industry by scoring high enough on an assessment for her government position. However, tourism was her Plan B, rather than her Plan A; her first choice was medicine. The process may continue to Plan C, D, or more until you score high enough to qualify for entry into employment in a specific career field. The Cuban lack of personal freedom and opportunity for making informed decisions regarding one's future career journey in life makes me feel fortunate to be born in the USA. This feeling is reinforced, particularly when the authoritarian Cuban government pay system is relatively equal across all skilled career occupations, regardless of the years of training (e.g., doctors, teachers, and taxi cab drivers receive virtually the same pay). As employment counselors, it was somewhat strange to see how this system limiting individual choice seemed to be generally accepted by the populace.

However, within a related industry, arts and entertainment, one can see the open access for employment of locals who possess the rich Cuban heritage and passion for art, music, dance, baseball, and food (restaurants). Perhaps, Cubans find hope through employment in these service and special talent occupations, mirroring the creative talents and entrepreneurial skills of individuals in areas where the government does not restrict the entry for employment. One sees locals peddling their art and crafts on the streets or turning the front room of their homes into small, private restaurants to make a buck (or more accurately, a CUC, the prized Cuban equivalent to the US dollar). Over the lifespan, all are expected to find some means of employment; otherwise, upon retirement, there will be no pension. For those who have not been employed, families are expected to take care of their elders . . . much like the 1st half of the US 20th century.

Capsule of the Cuban History of the Arts, Dance, Music: The Museum of Arts & Sciences published the *Great Masters of Cuban Art, Ramos Collection 1800-1958*, by author Zeida Comesanas Sardinias. This research project came together through the historical collection of art by the Ramos brothers, fine art collectors and research consultants Roberto and Carlos of south Florida. The intent was to preserve important segments of Cuba's history that one would suspect have been forgotten in the post 1958 Revolution period. The collection was created as an international traveling exhibit, historically significant to the culture of pre-Castro Cuba. The Museum's collection not only plays a role in the preservation of Cuba's cultural history but also in displaying the lost art of Cuba and providing access to it for the public. The lost art concept reminds me of the newly released movie, *The Monuments Men*, which demonstrates the destructive actions taken by a new government on native art treasures, even more when the new leaders were installed through revolution, as was the case in Cuba. When the new government took over the Cuban Presidential Palace in 1959, treasured artworks by renowned Cuban artists were torn down by revolutionaries. For example, the large mural Finlay's Triumph (1944), by artist Esteban Pena, shows the Cuban physician presenting his dramatic scientific discovery which established the mosquito as the transmitting agent for yellow fever. The person ordered to take down the painting followed his orders. He took it down, but rather than destroy it, he kept it hidden at his home for many years. Later, he took it to Spain where it was ultimately recovered and restored.



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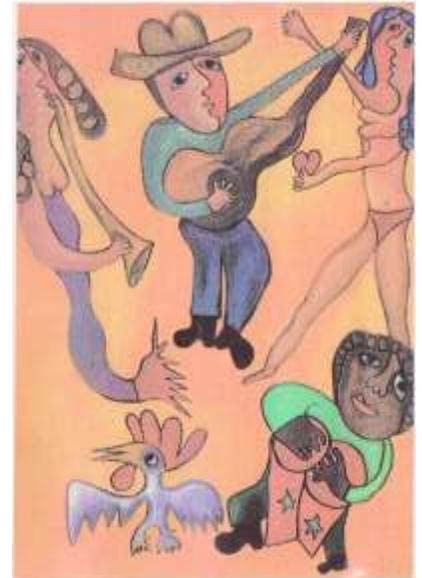
The art collected in the *Sardinas* volume portrays everyday life and renovation, depicting the identity and diversity of Cuba's multi-ethnic and multi-racial society through paintings that flourished during the years of the republic (e.g., development of the conga dance from its camp fire origins to its 20th century street salsa and tango expressions). In the restaurants, on a daily basis, we experienced this love of art, dance, and music, not only as observers but we were graciously invited to participate.

We were able to see firsthand the historical, labor, and leisure components of urban and rural existence which the collection touches upon. The most prevalent symbols were the rural dwellings, traditional musical instruments, teams of oxen, typical carts, and rice/sugarcane fields. Another recurring symbol is the rooster around which an entire gambling culture was founded and whose terrible end is depicted in *The End of the Courageous Fighter* by Oscar Castillo. We were able to observe this in Trinidad at a private home front, and in Havana's National Hotel historical collection.

We found a constant interest in capturing Cuba's world renowned music and rhythmic dances and celebrations in paintings displayed during our visit. Highlights were our excursions to the old Havana's Afro-Cuban Association's introduction to the religious dance ritual demonstration, the Muraleando Community project, using sides of buildings as canvases for whimsical murals, and the market place near the popular people-watching Malecon waterfront walkway, which was full of local art and primitive musical instruments. Perhaps, the best of the experiences was the trip to Jaimanita and LaCasa Fuster, home to ceramics artist Jose Rodriguez Fuster, where the entire community of 80 homes in this old fishing town displayed his colorful murals, as well as international artists aspiring to be Fuster artisans.

Another publication at the Daytona Museum, *Havana Revisited, An Architectural Heritage*, (Cathryn Griffith, W.W. Norton & Co., New York, c2010.), documents the history, preservation and present uses of Havana's most important buildings and urban life. Her technique was to exhibit colorful picture postcards from pre-revolution Havana together with pictures of the subject sites as they are now. The architecture provides important window on the changing forces that shaped Cuba, from its settlement as trading post through periods of Spanish colonial rule, independence, US protectorate and revolution, and beyond beginning with 2003 when the author was able to gather research for this publication. In many cases, the sites were virtually unchanged over the 60 or so years. However, one can also see the efforts to restore and preserve Havana's baroque, neoclassical, and colonial buildings, through our walking tour with a local architect. Sadly the restoration is a challenge with little financial help, thus many of the lovely buildings of the pre-revolution era have fallen into a state of disrepair.

Old Havana lacks a single dominant, central space, one surrounded by government offices, a cathedral, and town hall. Instead, one finds these gathering places distributed across a set of plazas that give the city a unique character (i.e., Plaza de Armas, Morro Castle and Fortress, Plaza de San Francisco, Plaza De la Catedral and its Church) resulting in three main squares with differing functions. Many of the buildings that have been preserved have been transitioned into government restaurants. We were fortunate to have the opportunity to hear Jazz at its best at the world renowned Buena Vista Social Club where we danced with some of the musicians. A highlight was the La Cabana Castle, the third largest Spanish fortification in the Americas, where we experienced the cannon ceremony, a nightly event.



Influence of Cultural Ambassador Experience: Travel to Cuba was reinstated by President Obama in 2011 through the People to People cultural ambassador program. The NECA adventure stretched us in new ways and expanded our repertoire of skills and options for future sojourns. The arts have helped bridge the divide between Cuba and the US. A significant amount of time was spent during the NECA excursion discussing the history and opinions on the embargo, the hoped-for loosening of travel restrictions by each country, and the possibility of facilitating future private business and diplomatic ties.

If we learned anything from our experience in Cuba, it was to appreciate the freedoms and rights that we have in the USA. The most striking, positive result of the NECA Cuban experience is similar to the results of the recent AP report on a US-Cuban relations poll of Americans by the Atlantic Council, as we support ending the embargo against Cuba, and look forward to the opening of this vibrant country to visitors from the US. *Hasta luego.*



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Economic Realities in Present Day Cuba

~ John Hakemian, NECA Executive Director

The socialist economic system in Cuba was never the first choice of Fidel Castro when he and his troops triumphed over the existing Batista government in the late fifties. Much of his support had come from his pledge to “restore democracy to Cuba” and to restore freedoms to the people. His calls produced much support in the United States who offered the overthrown Batista nothing more than safe asylum. However, within two years, Marxist advisors, including Che Guevara and many with ties to Russia, convinced Castro that to retain power he had to install broad socialist “reforms.”

Early in those years, the more wealthy Cubans and those who felt endangered by the militants fled to Florida with as much of their possessions as possible. They were followed later by more modest businessmen who had owned retail or wholesale businesses, which were scheduled for government takeover.

The earliest of these “reforms” was the nationalization of the major industries on the island (i.e., sugar production, rum, transportation, and utilities) and many other private businesses such as restaurants and retail stores. Following closely behind was the “Agrarian Reform,” which eliminated private ownership of land and substituted land rights to occupy/use some portion of land and/or housing to virtually each citizen. In effect, what the revolution brought about was to make everyone in Cuba equally poor.

Some of the reforms, however, made great progress in raising the Cuban people into a more modern world. The first was the major effort to eliminate illiteracy in Cuba, running at about 21% at the time of the Revolution. This was attacked by conscription of literate young people from their schools and homes to live in the country and farms to teach the families with whom they were placed to read and write after working in the fields with their hosts most of the day. The teachers were primarily teenagers; they proudly wore uniforms and had badges and symbols of their mission. Within two years, illiteracy was reduced to less than 4%.

The ability to read helped the Cuban people accept and embrace the Agrarian reforms. Most in rural areas were allowed to stay in their homes and worked on pieces of land that they were told they “owned.” Although actual ownership was held by the government, their right to live there was guaranteed for life with fees charged at a low level amounting to a small portion of the produce of their work. This was very new and exciting to the people in the rural provinces and they embraced the system and gladly worked for the government and “for the Revolution.”

The government also largely eliminated the drug traffic, open prostitution, and “black market” operators, many of whom were jailed and then allowed to immigrate to America. They also educated thousands of new “doctors” to populate the guarantee of “free medical care” to the citizenry. The medical practices were very basic, emphasizing prevention, and modern equipment was rare; however, it was something new and greatly prized by the large populace.

That was then and this is now. Cuba has changed in many ways since the Revolution; mostly by the downward economic reality of a lack of capital and a lack of marketable resources other than tourism, which for many years was restricted as being decadent and only for “friends of the Revolution.”

The economic squeeze on each modern Cuban is best illustrated by their currency. The official currency of Cuba has always been the Cuban Peso. For many years prior to the Revolution, the Peso was valued as equal to the US dollar. The peso lost value after the Revolution due to the United States’ embargo against Cuba and a worldwide crash in the price of sugar. This suspension was the principal economical force driving Cuba to seek out a new economic partner, the Soviet Union. In 1960, the peg to the dollar was replaced by one to the Soviet ruble. When the Soviet Union dissolved in 1991, the Cuban peso lost much of its value and the exchange rate fell to 125 pesos to the US dollar. After recent liberalization of tourism, it has become somewhat more valuable, fluctuating between 23 and 25 pesos to the US dollar.

Most Cubans work at jobs controlled and paid by the government. Their pay is primarily in Cuban pesos. However, the Cuban peso (“CUP”) is not useful in the hands of the everyday Cuban for all needs. It can only be exchanged for the most basic of goods, primarily fresh fruits and vegetables and staples like rice and sugar, and these mostly in government-owned “ration stores” in which each citizen has a ration book and is allowed to buy only a fixed amount of products each month using Cuban pesos. It is difficult to buy fresh meat or poultry with CUPs.



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When Cuba was seeking more hard currency, it temporarily re-authorized use of the US dollar for use in international trade. The more recent liberalization of the tourist industry has brought more hard currency into the country, and in 2004, use of the US dollar was outlawed, and a new convertible peso was installed, equivalent in value to the US dollar, to exist side-by-side with the CUP. This hard currency, called a “CUC” is prized by Cubans, as it is the only way to purchase more modern or fashionable items, and better grades of food items. It takes 25 CUPs to exchange for one CUC.

Since government salaries are small (e.g., teachers earn about 400 CUP a month) and the exchange rate would only give a Cuban 16 CUCs for that amount of CUP, few can afford to obtain CUCs simply through exchanging their CUPs. Instead, what we observed was that virtually every Cuban had a second “job” in addition to his “official” government-paid work, ranging from selling art or knick knacks, or playing music for tips, or driving a cab or a horse-drawn small taxi, begging for money for “soap” (i.e., it is illegal to beg directly for money), or charging a tourist for taking pictures of a monument, etc. etc.

Although there has been recent liberalization of the licenses for private businesses, almost all are those that allow one to make money on their own through the provision of services, as opposed to a system liberalizing those that require capital investment. One of the few industries to actually benefit has been farming. It is a sad fact that Cuba imports up to 80% of the food it rations to the public. Banks have now been given permission to lend money to farming cooperatives who then can sell their produce to the general public. In these cases, the prices will be higher, but with the absence of rationing the amounts and higher overall quality and freshness, these ventures are a major step forward.

The greatest source of income to present-day Cuba is tourism. Tourists from Canada, Latin and South America, Britain, France and other Euro countries can find the “decadent” tall hotels and white beaches that attracted many Americans prior to the revolution. However, these are largely in tourist areas highly concentrated around Parader, Caro Coco, the beach areas and area west of Havana created with foreign investment just for that purpose. Few Cubans can afford to visit there other than to work. Tourists are also common in Havana, but one only sees a few in the rest of the island. By 2012, some 3 million visitors brought in more than \$3 billion equivalent.

The rapid growth of tourism has had widespread social and economic repercussions in Cuba. This has led to the emergence of a two-tier economy based on the dollar and its CUC equivalent (i.e., the currency of tourists) on the one hand, and the peso on the other. Scarce imported goods – and even some of local manufacture, such as rum and coffee – could be had at dollars/CUC-only stores, but were hard to find or unavailable at peso (CUP) prices. As a result, Cubans who earned only in the peso economy, outside the tourist sector, were at an economic disadvantage. Those with dollar or CUC incomes based upon the service industry began to live more comfortably. This widened the gulf between Cubans’ material standards of living, in conflict with the Cuban Government’s long term socialist policies.

Cubans are constantly assaulted with propaganda regarding the Revolution and its heroes, even in the elementary school grades, where one hour a day is spent in “political education.” Graphic images of Fidel, Che and the like are everywhere. There is very little information other than from government sources. Access to the Internet and use of cellular phones are highly restricted. The country seems to be frozen in the civilization style of the 1950s and 60s, and many are afraid that the influx of tourists will force further changes in the government-controlled information and quasi-egalitarian economic system.

I had an exchange with a government official who was extolling the benefits of Cuban’s socialist system of free education, free healthcare, subsidized prices in the rationing stores, and the general happiness of the Cuban people. Their overcautious ventures into legalizing some private enterprise, like a few independent restaurants, have produced some real successes, but such are few and far between. It appears that the biggest waste of resources in Cuba is the wasting of the human ambition to better oneself. It is that ambition that fuels innovation and hard work and risk-taking, and brings the rewards of private enterprise and creation of the modern economy. When we learned that few students are allowed to pursue the field which is their dream, be it medicine or engineering or whatever, the cost of those lost dreams is apparent in the economy where a lot of people are chasing a small amount of products and/or sources of extra income.

Treating people with respect and valuing them is a universal language. Culture trumps strategy... Howard Schultz, Starbucks CEO



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From the Desk of Dr. Dale Furbish

The March 2014 issue of *Journal of Employment Counseling* presents articles on a wide range of topics and contexts.

- Choi, Puig, Kim, Lee, and Lee have contributed a study about the effects of internal and external resources on counselor burnout in South Korea. Their research aimed to investigate the relationship between internal/external resources and counselor's burnout depending on the type of clients (traumatized/bereaved vs. personal growth issues). The results indicated counselors with traumatized or bereaved clients were more likely to be affected by internal resources (counter-transference management ability) whereas counselors of personal growth issues clients were more likely affected by external resources (environmental resources). The conclusions have implications that are useful for our well-being as counselors.
- Bullock-Yowell, Leavell, McConnell, Rushing, Andrews, Campbell, and Osborne presented a study on career decision-making approaches with unemployed adults. Their participants included unemployed adults seeking employment office services to maintain U.S. federal unemployment compensation. A one-hour workshop using Cognitive Information Processing principles was offered to experimental group participants. Intervention effectiveness issues, implications for future research, and intervention options with unemployed adults are discussed.
- A third article reported on a New Zealand program for assisting job seekers. Englert, Doczi, and Jackson authored a paper that outlines the development of Needs Based Assessment (NBA) from its theoretical underpinnings, evidence from a longitudinal study and the development of an employment advisor administered computerized profiling tool, and the provision of self-assessment and support tools. The paper argued that with a rise in the number of unemployed job seekers, an increase in the percentage of those who become long-term unemployed, increasing demand for government resources with less resources available to satisfy those demands, and the widespread adoption of social and interactive media, that it is timely to revisit an NBA approach to job seeker profiling and targeted intervention.
- Finally, a book review, written by Furbish, of *Career Development for Transitioning Veterans* by Stein-McCormick, Osborn, Hayden and Van Hoose is included in this Journal. This is a monograph published by the National Career Development Association. It provides a wealth of practical information and suggestions for working with veterans as they move into civilian employment.

We hope that you will find the March issue useful and interesting. As always, we invite manuscripts from NECA members.

**Journal of
Employment
Counseling (JEC)**
Official Journal of NECA

Mailed to each member

Published quarterly (Mar, Jun, Sept, and Dec), JEC articles illuminate theory or practice in employment counseling, report professional experimentation or research, or explore current client vocational problems or the professional concerns of counselors. NECA members receive the journal as a benefit of membership.

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