

Keywords

career competencies, career development, young employees, validation, measurement instrument

The traditional career has been portrayed as a linear path in which employees develop within a single organization and where growth occurs vertically in the hierarchy of a particular organization (Arthur, 1994; Eby, Butts, & Lockwood, 2003). Career development was primarily considered to be achieved by accumulating job competencies and gaining experience in a specific job. In recent decades, however, more dynamic careers have become apparent, in which employees develop through horizontal shifts between multiple organizations (Arnold & Cohen, 2008; Arthur & Rousseau, 1996). This type of career, in which employees must take responsibility for their employability, is becoming more dominant in the labor market (Vuori, Toppinen-Tanner, & Mäntanen, 2011), with employees having flexible contracts, changing jobs more often (forced and by free will), and their employment rates decreasing due to the worldwide financial crisis (European Commission, 2012; Raad voor Werk en Inkomen, 2012).

To obtain and retain a job in this changing labor market, individuals increasingly need career competencies that can help them manage their career (Van der Heijde & Van der Heijden, 2006). This may especially be the case for younger workers at the start of their careers as they are at greater risk of finding only temporary employment, experiencing unsatisfactory employment, poor work socialization, and high levels of discontinuity and underemployment (European Commission, 2012; Koivisto, Vuori, & Nykyri, 2007; Koivisto, Vuori, & Viikari, 2010). Our study aims to increase the understanding of career competencies, which for the purpose of this article we have defined as "knowledge, skills, and abilities central to career development, which can be influenced and developed by the individual." We provide a framework of career competencies by integrating several perspectives from the scientific literature, and we hope to offer new insights into career development, particularly for young workers. The current study also provides a new measurement instrument for career competencies, which may be applicable in human resources (HR) practices and may serve as a basis for career guidance in educational settings.

The Concept of Career Competencies

On reviewing the literature on career competencies with the aim of developing a measurement instrument using an integrative framework, we found four different perspectives: the boundaryless career perspective, the protean career perspective, the career self-management perspective, and the human capital perspective.

Boundaryless career perspective. To understand career development, Defillippi and Arthur (1994) discriminated between job skills and career competencies in their

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Marcel A. Müller



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the War on Poverty: Staff and Consultants Reports United States. Congress. Senate. Committee on Labor and Public Welfare. Subcommittee on Employment, Manpower, and Poverty, 1967 *Nutrition Committee News* ,1961 Examination of the War on Poverty: Staff and Consultants Reports ,1967 **Proceedings of the National Conference on Criminal Justice** United States. National Advisory Commission on Criminal Justice Standards and Goals, 1976 This book provides a record of the speeches and discussion of the conference that was held to review major standards and recommendations of the National Advisory Commission on Criminal Justice Standards and Goals This book is a companion to the six volumes of the Commission report but it is not a statement of the Commission itself This conference enabled criminal justice practitioners from across the nation to gain an overview of the Commission s work and an understanding of the intent of the Commission in developing its standards and goals Other recent commissions have studied the causes and debilitating effects of crime in our society This effort has sought to expand their work and build upon it developing a clear statement of priorities goals and standards to help set a national strategy to reduce crime through the timely and equitable administration of justice the protection of life liberty and property and the efficient mobilization of resources The Commission hopes that its standards and recommendations will influence the shape of the criminal justice system in the nation for many years to come And it believes that adoption of those standards and recommendations will contribute to a measurable reduction of the amount of crime in America Nonprofessionals in the Human Services Charles F. Grosser, William E. Henry, James G. Kelly, 1969 From Aide to Teacher George R. Kaplan, 1977 *Monthly Labor Review* United States. Bureau of Labor Statistics, 1969 Publishes in depth articles on labor subjects current labor statistics information about current labor contracts and book reviews

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