

TRUE NORTH

In today's workplace climate, career advisory has gone beyond the simple act of placing clients into job roles. It has become an intricate art of helping clients navigate workplace complexities and interweaving that closely with an individual's beliefs, values and principles. As a career practitioner, you are tasked with the all-important role of helping one find meaning and fulfilment in their career. You are instrumental in their search for a purpose-driven life; for their **TRUE NORTH**.

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WORKPLACE BIG FIVE PROFILE™
Certification Program
13 & 14 July 2022

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Experience a comprehensive training that empowers YOU to apply the WorkPlace Big Five Profile™ and harness the unique strengths, motivations and personality traits of individuals.

The WorkPlace Big Five Profile™ is based on the Five-Factor Model, the current gold standard of personality measurement. It can be applied in various human resource initiatives such as career development, job profiling and selection, leadership development, team building, employee engagement and organization development (OD) interventions.

The program offers participants a structured process to gain the skills, knowledge and resources to apply the WorkPlace Big Five Profile™ and become a certified WorkPlace Big Five practitioner. Upon completion of the program, participants can look forward to joining an elite group using the Big Five or Five-Factor Model of Personality to help employees and organizations reach their peak performance and thrive.

Scan for more information:
qr.io/r/5nwR6r



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HAVE A MOMENT?



We're always looking for ideas and ways to improve **TRUE NORTH**. We would love to hear from you!

This short survey will take about 6 mins to complete. Your input will help shape future **TRUE NORTH** issues.

Take the survey here:
go.gov.sg/true-north-survey



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IN THE PIPELINE

Career Advisory Programme (CAP)

Jul Intake: 25 Jul 2022
(Application closes: 14 Jun 2022)

Aug Intake: 22 Aug 2022
(Application closes: 12 Jul 2022)

Sep Intake: 26 Sep 2022
(Application closes: 16 Aug 2022)

Career Facilitation Programme (CFP)

Jul Intake: 25 Jul–20 Sep 2022
(Application closes: 13 Jun 2022)

Sep Intake: 12 Sep–8 Nov 2022
(Application closes: 1 Aug 2022)

Career Supervision Programme (CSP)

Oct Intake: 3 Oct–5 Oct 2022
(Application closes: 15 Aug 2022)

Jan Intake: 16 Jan–18 Jan 2023
(Application closes: 30 Nov 2022)

Career Advisory Programme Assessment Pathway (CAP AOP)

Nov Intake: 28 Nov 2022
(Application closes: 3 Oct 2022)

Career Facilitation Programme Assessment Pathway (CFP AOP)

Dec Intake: 12 Dec 2022
(Application closes: 26 Sep 2022)



FROM THE CASE CHEST

Burnout to Breakthrough



With the increased caseloads brought on by the pandemic, Daniel (not his real name), in his late 20s and working in a case management role, found himself working on weekends, catching up on reports. Taking leave to disconnect from work has become increasingly difficult.

In the initial session, Doris noted that Daniel was only comfortable to discuss his desire to change job and evaded questions on how he was coping with his struggles at work. Noticing this, Doris decided to invest more time in building rapport with Daniel, with the hope that he would be open to share about his stressors, emotional state of mind and how it was affecting his mental wellbeing.

Sensing Doris' sincerity, Daniel confessed that he had been bottling up his feelings and was trying to cope with the increasing workload at the same time. Daniel also acknowledged that he was at the verge of a burnout and could no longer derive job satisfaction in his current role and felt trapped.

INTERVENTIONS

To build rapport with Daniel, Doris applied the *S.O.L.E.R technique* where she reflected, paraphrased, and summarised Daniel's sharing. These helped Daniel to crystallise his thoughts and better identify the underlying issues surrounding his situation. *Theory of Work Adjustment* was applied to assess Daniel's job satisfaction and satisfactoriness level in his current role within the organization. The work environment has become challenging and he was unable to balance his work life and spend quality time with his family.

On the burn-out issue, the Person-Centred counselling approach was effective in helping Daniel to process his feelings in relation to all his personal struggles and work issues. This has helped Daniel to achieve better clarity in making an informed decision regarding his career switch.

Doris also helped remove some of Daniel's cognitive distortions, such as his thinking that his supervisor would not understand his struggles and encouraged him to speak with his supervisor about how he felt and to explore interim measures to cope with the workload.

Daniel agreed to make an appointment to speak with his supervisor within 2 weeks from their session, to start updating his CV and to prepare himself for roles in the indirect service area.

On the job search front, Doris directed Daniel to a few useful job portals to find more information and potential opportunities in the public and private sectors via portals such as Careers@Gov and MyCareersFuture.

OUTCOME

With the newfound career clarity and action plan, Daniel successfully moved to a different sector performing planning work, which was in line with his desire to move into an indirect service role.



Contributed by

Doris Lee Hwee Leng

Director, Human Resource

Accountant-General's
Department

WSG CDF Certified Career
Practitioner

FURTHER READINGS:

>> [The Gerard Egan Model And SOLER](#)

>> [Theory of Work Adjustment](#)

>> [MyCareersFuture](#)



MAIN ARTICLE

Career Adapt-Abilities Scale–Short Form (CAAS-SF): Construction and Validation

*This article was extracted from the Journal of Career Assessment, Volume 25, Issue 2. It is accessible to all WSG CDF Credential holders.
Read more about the credentialing benefits here: <https://go.gov.sg/cdf-credential>*

Transformation in economy, society, technology and world of work had resulted in higher labour market uncertainty, competition, employment insecurity and fragmented career paths. Hence, regulation skills and adaptability resources (and more specifically career adaptability) that people can activate (or reactivate) becomes crucial competencies for one to master unpredictable and changing tasks / demands, private and career transitions throughout the adult life-span.

To measure career adaptability, the Career Adapt-Abilities Scale (CAAS) was developed. Career adaptability represents a pivotal construct in Career Construction Theory, and it reflects the grouping of individual's behaviours, competencies, and attitudes engaged "in fitting themselves into work that suits them". CAAS consists of four scales, each with six items – a total of 24 items. The four scales measure concern, control, curiosity, and confidence as psychosocial resources for managing occupational transitions, developmental tasks, and work traumas.



- **Concern** - indicates the extent to which an individual is aware of and prepares his or her own vocational future.
- **Control** - reflects beliefs about personal responsibility for preparing their career and the perceived personal control over their vocational situation and future.
- **Curiosity** - reflects the personal tendency and the ability to explore professional environments, for example, by exploring and learning about types of work and occupational opportunities.
- **Confidence** - suggests perceived self-efficacy to solve problems and the ability to successfully do the necessary to overcome obstacles encountered in professional activities.

CAAS has become one of the most widely used questionnaires to assess career adaptability. To facilitate its integration into large surveys, in varied settings as well as reduce administration time and facilitate practical work of career counselling and life designing practitioners, this study aims to validate a brief version of the CAAS.

METHOD

The study was conducted with the following consideration:

1. **Participants** – 2,800 French and German (52.8%) speaking adults aged between 20 and 65 years with 51.1% female.
2. **Development of the Career Adapt-Abilities Scale Short Form (CAAS-SF)** – CAAS-SF represents a brief version of CAAS. To reduce the total number of items to 12, a principal component analysis (PCA) was conducted on the 24 items under CAAS.
3. **Measures** – This comprised:
 - CAAS. The 24 items under CAAS were equally divided into the 4 scales (concern, control, curiosity and confidence). Participants responded to each item using a 5-point Likert scale ranging from 1 = not a strength to 5 = greatest strength. Each of the 4 scales is assessed by 3 items.
 - Job satisfaction inventory. 6-item version of JobSat Inventory of Rolland were used to assess work-related satisfaction using a 4-point Likert-type scale, ranging from 1 = not satisfied at all to 4 = very satisfied.
 - General work stress scale. Work-related stress was assessed with the GWSS. The 9 items of this scale are scored on a 5-point Likert-type scale, ranging from 1 = never to 5 = always.
 - Organizational self-efficacy scale (OCCSEFF). The perceived ability to successfully manage work related tasks was measured using the OCCSEFF. This 7-item scale proposed a 6-point Likert-type scale, ranging from 1 = strongly disagree to 6 = strongly agree.
4. **Procedure** - For the purpose of cross validation of the CAAS-SF, participants were randomly split in two subsamples, similar with regard to gender, language, distribution and mean age.

5. **Analyses** - The analyses were computed using the Statistical Package for Social Sciences version 21 and AMOS statistical package version 19.0:

- First, computed PCA on the first random subsample considering the 12 items composing the CAAS-SF to verify that each item loaded on the respective factor and did not present high secondary loadings.
- Second, performed confirmatory factor analysis (CFA) on the second random subsample with maximum likelihood rotation, to replicate and assess the structural validity of the 12-item solution emerging from the PCA.
- Third, tested the measurement invariance (or measurement equivalence) across language (French vs German) and gender with 3 levels of invariance, namely configural invariance (or equal invariance), metric invariance and scalar invariance (or intercept invariance).
- Fourth, computed internal reliability descriptive statistics for the 4 dimensions and entire scale on the total sample, compared the score with reference to linguistic groups and gender using analyses of variance. Also computed correlation analyses between the complete and short versions of the CAAS and employed sample of adults with criterion variables (i.e. occupational self-efficacy, job satisfaction, and work-related stress).

OUTCOME

Based on the first random subsample, the principal component analysis (PCA) highlighted for the 12 items representing the CAAS-SF a four-factor solution coherent with the 24 items CAAS International version (or CAAS 2.0) and the career adaptability theoretical background. Using the second random subsample, confirmatory factor analysis (CFAs) indicated good fit indices for the adjusted hierarchical four-factor model of the 12-item version. However, even though the model fit correctly to the data, this is not sufficient to guarantee the measurement invariance of the tested model.

Measurement invariance represents a central issue for studies investigating possible differences between groups. This equivalence is not only important when comparing different cultural groups but also for group comparison (e.g. gender or age groups) within the same cultural context to reliably interpret potential differences. For this purpose, multigroup confirmatory analyses were conducted to compare, (i) the two languages and (ii) men and women. Overall, both across French- and German-speaking participants and between women and men, the different models (i.e. configural, metric, and scalar invariances) showed acceptable to good fit to the data. The goodness-of-fit indices and the tests of differences in fit between adjacent models supported measurement invariance indicating that the resources' latent means can be meaningfully compared and interpreted across the two subsamples.

Overall, the CFA results demonstrated that the four-factor structure fits in two random subsamples and meets measurement invariance in two different linguistic regions of Switzerland and between women and men. Internal consistency of the CAAS-SF was satisfactory for the dimensions' scores and excellent for the adaptability total score. Values were by and large consistent and comparable with previous research based on the CAAS 2.0. Moreover, with reference to the adaptability total score and the respective dimensions, the CAAS-SF and CAAS 2.0 were strongly correlated, and the two versions showed a similar pattern of relationships with other professional variables (such as job satisfaction and work-related stress). The results suggest that the shorter version can be used as a reliable alternative to the CAAS 2.0.

In further studies, it would be important to test the four-factor structure stability and the measurement invariance of the 12-item solution in additional linguistic regions or with reference to other population characteristics (such as employment status). Furthermore, despite the strong correlation with the 24-item version, future studies need to evaluate the relationship between the CAAS-SF, and professional paths and individuals' characteristics (such as personality).

CONCLUSION

The CAAS-SF appears to be a psychometrically sound instrument to measure adaptabilities resources. The respective scales of the CAAS 2.0 and of the CAAS-SF were strongly correlated and the 12-item version showed almost comparable reliability and measurement invariance (i.e. across gender). Thus, the CAAS-SF could represent an economical and pertinent alternative to the CAAS 2.0 to assess individuals' career adaptability.

Notably, a briefer version could be suitable in studies where a large number of instruments are proposed to reduce administration time and participants' lack of motivation or in organizational settings, where generally participants complete the questionnaires during company time. Finally, due to its brevity, the CAAS-SF could be an excellent supplement for career practitioners to assess and follow-up counselees' career adaptabilities.

Food for Thought

How would you, as a career practitioner make use of CAAS-SF or CAAS 2.0 to better understand the 4 dimensions of your clients? And, how can career practitioners design or prescribe career interventions to improve your client's career adaptability?

Further Readings



Career Adapt-Abilities Scale-Short Form (CAAS-SF): Construction and Validation



Career Adaptability With or Without Career Identity: How Career Adaptability Leads to Organizational Success and Individual Career Success?



Reducing turnover intention: perceived organizational support for frontline employees



MOVIE RECOMMENDATIONS

3 Career Inspiring Movies

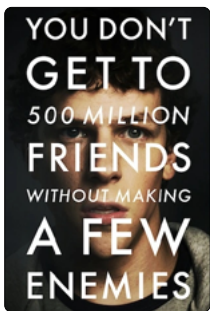


The Secret Life of Walter Mitty

The Secret Life of Walter Mitty is an inspiring film with sensational special effects.

The movie follows Walter Mitty, a negative assets manager and daydreamer who often escape from his boring life into imaginary exciting adventures. When his job along with that of his co-worker are threatened, he takes action in the real world by embarking on a global journey that turns into an experience more extraordinary than anything he could have ever imagined.

Career lesson: Get outside your comfort zone. Take charge and take actions today to do the things you are passionate about.



The Social Network

The Social Network tells the story of how Facebook came into existence.

The movie focus on how launching Facebook both pulled a group of young revolutionaries together and splitting them apart; and in the process, how Mark Zuckerberg founded one of the most influential companies of the new century.

Career lesson: It's usually not about who has an idea, but about who has the drive to execute it and stay focus.



The Pursuit of Happyness

Based on a true story, The Pursuit of Happyness is an aspirational movie that follows entrepreneur Chris Gardner's struggling journey as he deals with financial and personal hardship.

Fighting to make ends meet, Gardner manages to land an unpaid internship at a prestigious stock brokerage firm in hope that it will lead to a career. During which both he and his son endure a lot of misery in pursuit of a better life.

Career lesson: Setbacks are part of life, perseverance is the key to success. As with most things in life, building a successful career requires hard work and a never-give-up attitude and mentality.

TELL US YOUR STORY



WSG is looking for interesting case studies from career professionals showcasing useful learning points, career development practices, etc. that fellow professionals can adopt in the course of their practice.

Your story will go a long way in encouraging the career professionals community in their journey of providing career advisory to their clients.

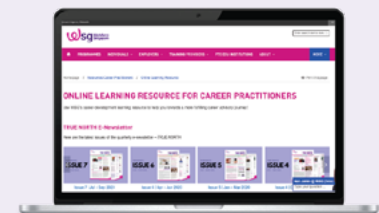
Share your story here:
bit.ly/case_study_contribution



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We look forward to your valued contributions!

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You can find all issues of TRUE NORTH and other career development resources on our Online Learning Resource (OLR) for Career Practitioners.

Check it out here:
go.gov.sg/olr



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