

Small Business Center

# Managerial Competencies and Training Needs in the Finnish and Estonian Social and Health Care Industries

The Health and Welfare Institutions  
Cooperation Network HEWENET -project

**Petri Järvi kuona, Raija Leskinen, Päivi Karhunen, Merle Tambur, Terje Vingisaar and Piret Alliksoo**





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## **Foreword**

The importance of enhancing managers' leadership and management competencies in the social and health care industry is broadly recognised among social and health care industry leaders and public authorities. The development of the industry has been rising up the agenda of the national governments of Finland and Estonia. Moreover, there are a number of initiatives which aim at fostering international cooperation and networking in social and health care industries in the Baltic Sea Region.

The unleashing of the economic potential of the social and health care industry is, however, not without its challenges. Its growing economic value has been recognised in many countries of late. Hence, business training and other support measures for social and health care managers are still being developed. Universities and other educational institutions with study programmes in social and health care leadership and management competencies have a key role in this process, where the industry meets its business challenges. This includes providing managers with the leadership and management skills and competencies that are necessary for the social and health care industry's managers to meet the growing business challenges that are of vital importance in the future.

The Health and Welfare Institutions Cooperation Network HEWENET project addresses the problem of social security by increasing the quality and efficiency of operation of health care and welfare institutions. The project was financed by the Central Baltic Interreg IV A Programme 2007-2013 (European Regional Development Fund). The lead partner of the project was Tallinn University of Technology (Estonia) and the partner was Aalto University School of Economics' (Aalto ECON) Small Business Center (SBC) (Finland). The main goal of the project was to increase the social security and well-being of different social groups through a cooperation network, and achieve increased efficiency of management and client friendliness of health and social welfare organisations. The project aimed to contribute to the development of new knowledge and training programmes which help to increase the efficiency, customer friendliness and quality of health and social welfare in both regions. This publication reports on the results of a survey which was implemented as part of the addressing of the above-mentioned issues.

The responsible partner for this study was Aalto University School of Economics Small Business Center, represented by Petri Järviuona, Raija Leskinen and Päivi Karhunen, as well as Anna Cajanus, who assisted with the editing process. Merle Tambur and Terje Vingisaar, from the lead partner organisation Tallinn University of Technology School of Economics and Business Administration Centre for Executive Education and Piret Alliksoo, from the Department of Business Administration Chair of Organization and Management, contributed to the Estonian section of the research report.

I would like to thank the research team for its good work.

Mikkeli, 25 May 2012

Pentti Mustalampi, Director

Aalto University School of Economics Small Business Center

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# **1 Introduction**

The importance of enhancing a manager's leadership and management competencies in the social and health care industry is broadly recognised among industry leaders and public authorities. Organisations have recently started to systematically develop managers who can improve organisational performance. Leadership is widely believed to be critical to an organisation's success. Moreover, skill variety is believed to be one of the critical contributors to a manager's feelings and perceptions about his/her work and whether that works seems to be meaningful.

The HEWENET project was launched in late 2010 to address these managerial problems in the social and health care industries in Finland and Estonia. The partners in the project are: the Aalto University School of Economics Small Business Center (Aalto ECON, SBC), Finland - project partner; Tallinn University of Technology (TUT), Estonia – lead partner.

The project addresses the problem of social security through increasing the quality and efficiency of operations of healthcare and welfare institutions. The main goals of the project are to increase the social security and well-being of different social groups through a cooperation network, and to increase the efficiency of management and client friendliness of health and social welfare organisations. The project will contribute to the development of new knowledge and training programmes which help to develop efficiency, customer friendliness and quality of health and social welfare in both cross-border regions. The project received funding from the Central Baltic Interreg IV A Programme 2007-2013 European Regional Development Fund.

A management competence model was created as part of this project in order to evaluate the knowledge and training needs of social and health care industry leaders in both countries. This report summarises the results of the competence model surveys conducted in Finland and Estonia in 2011.

## **1.1 Structure of the survey presentation**

This survey presentation consists of five chapters. This first chapter introduces the topic and presents the structure of the report. In the second chapter, the methodology and results of the Finnish surveys are presented, followed by the Estonian survey methodology and results in the following chapter. In the fourth chapter the largest differences between the Finnish and Estonian survey results are presented, and finally, the last chapter summarises the main findings and draws a conclusion.

## 2 Finnish surveys

In this chapter the results of private and public sector surveys in Finland are presented, starting with the research methodology.

### 2.1 Methodologies of the Finnish surveys

The studies of social and health care manager competencies were conducted using an electronic survey tool – Webropol. Firstly, for **private sector** respondents, a survey using a self-administered questionnaire was sent to 121 managers in Finland’s private social and health care sector. Totally 84 valid responses were received and the response rate was 69%. The results include responses from the following organisations;

1. Salva Ry, a non-profit geriatric care association/organisation
2. Wieru-Hierojat, a massage franchising chain
3. Kotipalvelut Eija Bouras Ky, home help services
4. Lilinkoti, a mental health care foundation
5. Niemikoti, a mental health care foundation
6. Mediverkko, a private health care organisation with a comprehensive service portfolio

Secondly, for **public sector** respondents, a survey using a self-administered questionnaire was sent to 100 managers in Finland’s public social and health care sector. This resulted in 47 valid responses and the final response rate was 47%. The results include responses from the following public sector organisations:

1. Lahden sosiaali- ja terveystoimi
2. Peruspalvelukeskus Oiva

In the questionnaire, all respondents were initially asked to evaluate their own know-how concerning each competence using the following scale: (1) Strongly Disagree, (2) Disagree, (3) Neither Agree nor Disagree, (4) Agree, (5) Strongly Agree.

Then the respondents were asked to evaluate their own need to enhance their know-how through updating training in each competence using the following scale: (1) Does not belong to my tasks, (2) I don’t know, (3) I don’t need updating training, (4) I need some updating training, (5) I definitely need updating training.

The survey questionnaire was designed by the author, the project manager and two other persons and comprised a pre-tested questionnaire (tested on senior managers at partnering organisations) that included demographic characteristics and exposure to health care management training.

The questionnaire consisted of 135 specific competencies, which were divided under the following 14 different management competence domains:

1. Leadership/management know-how requirements
2. Social and health care organisations leadership/management know-how requirements
3. Managing strategy
4. Change management
5. Network management
6. Financial resource management
7. Communication management
8. Managing sales and customer processes
9. Managing data management processes
10. Quality management
11. Managing work communities
12. Performance management
13. Managing know-how
14. Managing personnel processes

The specific competencies were derived from the literature and a number of other parties with an interest in social and health care management. The specific competency statements were presented in a positive form (e.g. I can do something...), which meant that if a respondent felt that he/she possessed the skill being presented in the competency statement, then he/she could choose “Agree” or “Strongly Agree” with the positive competency statement and vice versa.

The private sector survey consisted of two parts, as one partnering organisation (Mediverkko) decided to provide their responses later. In the first part, questionnaires were mailed to the participants at five partner organisations on 29 April 2011 and non-respondents were reminded two weeks later. The second round of the survey (at Mediverkko) started on 20 May and non-respondents were reminded one week later.

The public sector survey also consisted of two parts. The respondents in both target organisations conducted their self-evaluations separately. For the respondents from Peruspalvelukeskus Oiva, the questionnaire was sent on 1 September 2011, and non-respondents were reminded a week later. For the respondents at Lahden sosiaali- ja terveystoimi, the questionnaire was sent on 12 September 2011, and non-respondents were reminded a week later.

## **2.2 Results of the Finnish private sector survey**

In this survey result presentation, all data for individual variables were summarised using frequency distributions. The distribution of responses is presented in percentages.

### 2.2.1 Brief overview of the response distributions

The first table of this Finnish private sector survey summarizes the results of the updating training needs of the respondents by domain, in decreasing order. The need for updating training was reported by fewer than 50% (per cent of respondents reporting an updating training need) on average in only one management area domain – Managing sales and customer processes (48.1%). These results already demonstrate how large and varied training needs there are in general. Naturally the needs vary among the respondents.

**Table 1 Updating training needs by domain, in decreasing order**

<b>UPDATING TRAINING NEEDS BY DOMAIN IN DECREASING ORDER (per cent of respondents indicating a need for updating training in domain's competencies on average)</b>	<u>Need updating training= I need some updating training + I definitely need updating training</u>	<u>Need updating training + Don't know= I need some updating training + I definitely need updating training + I don't know</u>	<u>No Need for updating training= Does not belong to my tasks + I don't need updating training</u>
QUALITY MANAGEMENT	70.5%	79.2%	20.8%
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	66.5%	75.6%	24.4%
MANAGING STRATEGY	66.5%	73.5%	26.5%
CHANGE MANAGEMENT	65.0%	71.6%	28.4%
PERFORMANCE MANAGEMENT	63.4%	73.9%	26.1%
MANAGING WORK COMMUNITIES	60.5%	69.2%	30.8%
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	60.4%	67.5%	32.5%
FINANCIAL RESOURCE MANAGEMENT	59.5%	67.6%	32.4%
MANAGING KNOW-HOW	59.0%	68.2%	31.8%
COMMUNICATION MANAGEMENT	58.8%	66.9%	33.1%
MANAGING PERSONNEL PROCESSES	58.1%	66.6%	33.4%
NETWORK MANAGEMENT/MANAGING NETWORKS	55.7%	65.4%	34.6%
MANAGING DATA MANAGEMENT PROCESSES	53.5%	65.6%	34.4%
MANAGING SALES AND CUSTOMER PROCESSES	48.1%	57.6%	42.4%

In Table 2, the distribution of all responses in the survey are presented by management domain. As we can see, most of the responses regarding respondents' self-assessed current know-how are located in the last three response options – Neither Agree nor Disagree, Agree, and Strongly Agree, which indicates a relatively strong belief among respondents in their own know-how.

The response distribution with regard to updating training needs were very similar to the responses relating to current know-how (most responses are located in the last three options), but this is somewhat controversial. Although the respondents reported strong know-how across the management domains, most respondents still expressed a strong need for updating training in the same management domains. This may indicate that even if they are relatively competent in these

skills, they are still very motivated to learn more about them. The reason for the particularly strong current know-how assessments could be related to the fact that respondents were aware that their managers will be able to see their results, and thus they might have exaggerated their skills.

**Table 2 Distribution of responses by domain**

Management domain	Current know-how					Updating training needs				
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Not my task	Don't know	Don't need UT	Need some UT	Need definitely UT
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	0.4%	5.4%	18.5%	50.8%	24.9%	1.3%	7.0%	31.2%	46.8%	13.7%
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	4.7%	17.4%	24.0%	40.1%	13.8%	4.3%	9.0%	20.1%	48.6%	18.0%
MANAGING STRATEGY	4.2%	16.6%	27.5%	37.0%	14.7%	5.2%	7.0%	21.3%	42.7%	23.7%
CHANGE MANAGEMENT	0.0%	3.3%	24.4%	50.5%	21.8%	1.4%	6.6%	26.9%	47.3%	17.7%
NETWORK MANAGEMENT /MANAGING NETWORKS	3.4%	11.4%	26.1%	40.3%	18.9%	5.2%	9.8%	29.4%	40.1%	15.5%
FINANCIAL RESOURCE MANAGEMENT	9.8%	20.8%	27.4%	33.1%	8.9%	15.3%	8.1%	17.1%	31.7%	27.7%
COMMUNICATION MANAGEMENT	2.7%	12.5%	30.9%	37.2%	16.7%	7.8%	8.1%	25.3%	40.1%	18.7%
MANAGING SALES AND CUSTOMER PROCESSES	5.9%	13.6%	24.1%	37.5%	19.0%	12.9%	9.5%	29.5%	33.0%	15.1%
MANAGING DATA MANAGEMENT PROCESSES	3.9%	9.8%	24.8%	43.0%	18.4%	4.8%	12.2%	29.6%	43.5%	10.0%
QUALITY MANAGEMENT	7.5%	28.1%	27.9%	30.9%	5.6%	9.9%	8.7%	11.0%	45.9%	24.5%
MANAGING WORK COMMUNITIES	0.1%	3.4%	17.3%	55.7%	23.5%	1.8%	8.7%	29.0%	41.4%	19.1%
PERFORMANCE MANAGEMENT	1.2%	8.5%	24.5%	48.7%	17.2%	4.6%	10.5%	21.5%	42.2%	21.2%
MANAGING KNOW-HOW	0.2%	8.5%	35.4%	43.7%	12.2%	6.3%	9.3%	25.5%	42.7%	16.2%
MANAGING PERSONNEL PROCESSES	2.5%	9.5%	22.5%	46.5%	19.0%	8.4%	8.5%	25.0%	38.4%	19.7%

### 2.3 Summary of the Finnish private sector survey

The results of the Finnish private sector survey were somewhat mixed. Survey participants self-assessed their current know-how as being generally very high across the management areas and competencies. However, on average there seemed to be a need for updating training in nearly all the competencies surveyed (updating training needs with more than 50% of the respondents in 109 of the 135 competencies; see Appendix C). Thus, the need for updating training did not correlate with the self-assessed current know-how at all. Although respondents rated their skills and know-how as being high across the management areas, they still indicated a relatively high need for updating training in nearly all competencies. Respondents probably overestimated their skills because the survey was not anonymous and their managers would be able to see and rate their skills.

Nevertheless, respondents' self-assessed need for updating training differed surprisingly significantly from the senior managers' perspectives which came up during the interviews. While senior managers reported financial management needs as being most urgent, it was estimated as

only the eighth most important management training area by respondents. However, financial resource management gained most responses in terms of the most definite need for updating training (27.5%; see Table 2).

The respondents assessed training related quality management, social and health care organisations' management know-how requirements, strategy management, change management and performance management as being the most urgent areas for updating training. However, it is worth noting the large and varying differences among the respondents. Managers that participated in this survey came from a variety of backgrounds and working positions, and it is obvious that the skill requirements also differ across the various managerial positions in the social and health care industry. In general, there is a need for all kinds of updating training in the industry, depending on the organisation and the manager's position, and in this study there was no management area where training was not needed, but fewer than 50% expressed a need for updating training in managing sales and customer processes.

However, during the interviews senior managers referred to financial management, human resource management, networking management and communication skills as being the most important and urgent training areas. Quality management, strategic understanding and information management were other areas that were pointed out by some managers. Senior managers' perceptions about their current management skill shortages and training needs were actually surprisingly similar and perhaps affected to some extent by the current industry trends and hot topics.

The differences in the operational modes and functional procedures of the partnering organisations naturally reflect the updating training needs of their personnel. For example, different kinds of activities related to sales and marketing functions may be more important for an organisation that is more dependent on the consumption of the private sector than for an organisation where most of the clients are affected primarily by the public sector.

The need for updating training was also dependent on the age and work experience of the respondents, but was less dependent on the respondents' sex. With a few exceptions, younger and less experienced respondents reported more urgent training needs than older and more experienced ones across the competencies. Gained work experience also correlated positively with the current know-how of the respondents. More experienced respondents reported significantly better skills than less experienced ones. However, there were a few exceptions in this regard – less experienced respondents reported better skills in terms of networking with international actors, as well as responding to calls for tenders (see Appendix B).

Managers rated their current skills highest in the competencies related to managing work communities, followed by general leadership requirements and change management. On the other hand, the largest deficits were expressed in the competencies related to quality



management, financial resource management, and social and health care organisations' leadership requirements (see Table 2). The deficits did not fully correlate with the updating training needs, as financial resource management was only the eighth most requested training area, although it was second in terms of deficits in current skills. Moreover, change management was the fourth most requested training area, even if it was the third "best" managed among the respondents.

One interesting case related to the responses to questions concerning the current know-how of the managers is worth noting. There were quite a lot of respondents who chose the alternatives in the middle of the scale ("Agree" – "Neither agree nor disagree" – "Disagree") instead of the alternatives at the extremes ("Strongly disagree" vs. "Strongly agree"), which suggests that they lack confidence in their ability either because they do not possess the requisite management skills or because they lack self-belief.

It is important to note that the ranking of these competencies by managers was subjective and was based on a self-assessment which was not externally validated by their own managers or external audits.

Whilst overall the respondents' current know-how was good and updating training needs were significant across the competencies, some specific competencies could still be regarded as standing out from the bulk. In terms of general leadership know-how requirements, respondents had significant deficits in leadership theories and concepts (27.7%), and relatively low need for updating training in taking into account the organisation's values and principles in the work (46.3%), and interaction skills (43.9%).

In social and health care organisations, leadership know-how requirements relating to health care economics theories and applications stood out in a number of ways. Firstly, a large number of respondents expressed deficiencies in their skills regarding this competence (59.1%), and secondly, only a few reported no need for updating training in this skill (7.3%). Thirdly, more than every third respondent expressed a definite need for updating training in this skill, and it was among the highest of definite needs in the whole survey. There was also a strong definite need for updating training regarding the funding and payment mechanisms of the health care system (30.9%).

In the strategy management domain, the formulation of competitor strategy was not managed well among the respondents, as more than 40% expressed deficiencies in this skill (42.2%). However, many also reported this skill as not belonging to the tasks (17.1%).

In the change management domain there was not really any competence in which the results differed, but there were very few respondents who reported these skills as not belonging to their tasks (1.4%).

In the network management domain, networking with international actors was reported as being the largest deficiency among the respondents, as slightly over half reported deficits in this skill (51.8%). Quite a lot of respondents also reported this skill as not belonging to their tasks (20.7%). There was also a surprising proportion (43.4%) that neither agreed nor disagreed with the competency statement “I know how to manage networks of experts”, and slightly more (43.9%) who reported no need for updating training in identifying organisations’ interest groups and their needs.

In the financial resource management domain there was quite a lot of respondents who expressed these skills as not belonging to their tasks, but also quite a lot less who stated that they did not need any updating training in these skills. The respondents’ deficits were greatest in the basics of financial management and auditing, the competence in which nearly half the reported deficits (48.8%) and more than every fourth strong deficits (25.6% strongly disagreed) were reported. However, about as many again reported this skill as not belonging to their tasks (25.9%).

In the communication management domain, the respondents’ largest deficits in the current know-how were related to the implementation and resources of external communication strategy, where every third person expressed deficits. However, every fifth (20.7%) reported this skill as not belonging to their tasks. Regardless of this, only 12.2% expressed no need for updating training in this skill, whilst nearly half (46.3%) said the same relating to training on the production of written communication material.

In the managing sales and customer processes domain, skills related to marketing clearly stood out. Concepts and tools of marketing and advertising, planning of marketing and advertising, and carrying out marketing and advertising plans were all competencies where more than every third reported deficits (39.8–41%), but these were also competencies which many reported that they did not belong to their tasks (24.1–31%). Similar results were found relating to responding to calls for tenders. In addition, there were two competencies where more than 40% reported no need for updating training: taking patients’ needs and expectations into account in the treatment process (47%), and handling customer reclamations (43.2%).

In the managing data management processes domain, one competence came up relating to the deficits of the respondents. Every third respondent expressed poor skills in staying up to date with technology trends and new clinical applications. In this domain there were also two competencies where more than 40% reported no need for updating training: mastering the software applications that support the organisation’s activities (42%), and mastering information confidentiality and security requirements (40.7%).

In the quality management domain, there were relatively strong deficits among the respondents in all competencies surveyed, but they were very high in the requirements and principles of

certification of the organisation's systems and activities (47.6%), in the principles of quality training and certification (46.3%), and in planning quality systems for the organisation (42.7%). Moreover, the number of respondents who reported no need for updating training was very low across the quality management competency statements, which demonstrates its importance in all levels of the social and health care industry.

In the managing work communities domain, nothing really stood out, but in the competence of creating an atmosphere in the work community that appreciates diversity and multiculturalism, a lot of respondents reported no need for updating training (40.2%) and slightly fewer also expressed some need (47.5%).

In the performance management domain, there was just one competence in which the results differed from others. The respondents reported relatively strong deficits (28.1%) in the performance measures/metrics and in their development, and in addition, there were only a few respondents (12%) who expressed no need for updating training in this skill.

In terms of managing know-how, no competence should be highlighted, but it is worth noting that the largest uncertainty among respondents regarding their own current know-how was in this management domain, as more than every third respondent neither agreed nor disagreed with the positive competency statements (see Table 15).

In the managing personal processes domain, the respondents' largest deficit was clearly related to joint action practices and layoffs, where nearly half (44.6%) of the respondents self-assessed low skills. Moreover, only 7.3% reported no need for updating training in this skill, but every fifth respondent (20.7%) stated that it did not belong to their tasks. There were also many respondents (23.2%) who reported employee compensation and benefits practices as not belonging to their tasks, and many who reported no need for updating training in organising new employees' introduction (45.1%).

Regarding the background characteristics of private sector respondents, most of the respondents were between 26 and 55 years of age, and over half had more than 10 years' work experience in social and health care.

## **2.4 Results of the Finnish public sector survey**

In the public sector survey presentation, all data for individual variables was summarised using frequency distributions. The distribution of responses is presented in percentages.

### **2.4.1 Overview of the response distributions**

The first table of this Finnish public sector survey summary presents the results of the updating training needs of the respondents by domain in decreasing order. The need for updating training

was less than 50% (per cent of respondents reporting an updating training need) on average in only three different management domains – network management (48.5%), managing sales and customer processes (47.2%), and managing personnel processes (44.5%). Even though there was less interest in updating training among public sector respondents than private sector ones, these results still demonstrate large and varying training needs.

**Table 3 Updating training needs in the Finnish public sector survey by domain**

UPDATING TRAINING NEEDS BY DOMAIN IN DECREASING ORDER (per cent of respondents indicating need for updating training in domain competencies on average)	Need updating training= I need some updating training + I definitely need updating training	Need updating training + Don't know= I need some updating training + I definitely need updating training + I don't know	No need for updating training= Do not belong to my tasks + I don't need updating training
QUALITY MANAGEMENT	70.1%	75.3%	24.7%
SOCIAL AND HEALTH CARE ORGANISATION'S LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	66.4%	74.1%	25.9%
CHANGE MANAGEMENT	61.8%	68.0%	32.0%
FINANCIAL RESOURCE MANAGEMENT	59.2%	69.8%	30.2%
MANAGING STRATEGY	55.9%	62.9%	37.1%
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	55.5%	63.9%	36.1%
MANAGING WORK COMMUNITIES	55.0%	63.5%	36.5%
PERFORMANCE MANAGEMENT	54.1%	63.2%	36.8%
MANAGING KNOW-HOW	53.4%	62.8%	37.2%
MANAGING DATA MANAGEMENT PROCESSES	52.6%	62.0%	38.0%
COMMUNICATION MANAGEMENT	51.2%	61.6%	38.4%
NETWORK MANAGEMENT/MANAGING NETWORKS	48.5%	57.9%	42.1%
MANAGING SALES AND CUSTOMER PROCESSES	47.2%	57.0%	43.0%
MANAGING PERSONNEL PROCESSES	44.5%	53.4%	46.6%

In the following table, the distribution of all responses in the survey are presented by management domain. As we can see, as with the private sector survey, most of the responses regarding respondents' self-assessed current know-how come in the last three response options – “Neither Agree nor Disagree”, “Agree”, and “Strongly Agree”. With public sector respondents there are quite a lot more responses in the option “Strongly Agree” than with private sector respondents, which indicates stronger know-how among public sector managers. More analysis regarding the differences is presented later (see Table 24).

The distribution of responses relating to updating training needs was also concentrated on the last three options. The inconsistency with training needs and respondents know-how was also evident with public sector managers, but not as strongly as those in the private sector. Here the reason for the significant training need with strong current know-how may be explained by strong

motivation, or by the fact that respondents were aware that their managers will be able to see their results, and thus they might have exaggerated their skills.

**Table 4 Distribution of Finnish public sector responses**

Management domain	Current know-how					Updating training needs				
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Not my task	Don't know	Don't need UT	Need some UT	Need definitely UT
<b>LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	0.4%	3.4%	11.6%	57.2%	27.4%	3.2%	8.4%	32.9%	46.9%	8.6%
<b>SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	4.4%	13.6%	19.4%	45.1%	17.5%	3.8%	7.7%	22.1%	47.7%	18.7%
<b>MANAGING STRATEGY</b>	3.5%	14.3%	18.2%	40.1%	23.9%	9.2%	7.0%	27.9%	42.5%	13.4%
<b>CHANGE MANAGEMENT</b>	0.0%	1.8%	11.7%	55.8%	30.7%	2.5%	6.2%	29.5%	52.4%	9.5%
<b>NETWORK MANAGEMENT /MANAGING NETWORKS</b>	5.2%	8.8%	19.8%	37.5%	28.7%	5.5%	9.5%	36.6%	36.0%	12.5%
<b>FINANCIAL RESOURCE MANAGEMENT</b>	13.6%	20.5%	16.8%	33.7%	15.4%	11.7%	10.6%	18.5%	30.8%	28.5%
<b>COMMUNICATION MANAGEMENT</b>	6.6%	9.9%	22.1%	40.7%	20.8%	9.1%	10.4%	29.4%	34.6%	16.6%
<b>MANAGING SALES AND CUSTOMER PROCESSES</b>	10.1%	14.7%	18.7%	37.9%	18.6%	15.1%	9.8%	27.9%	33.0%	14.2%
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	1.9%	10.2%	19.0%	43.0%	25.9%	4.3%	9.4%	33.7%	40.4%	12.1%
<b>QUALITY MANAGEMENT</b>	15.6%	24.5%	20.2%	27.8%	11.9%	13.4%	5.2%	11.3%	42.4%	27.7%
<b>MANAGING WORK COMMUNITIES</b>	0.4%	2.8%	10.2%	50.9%	35.7%	1.7%	8.5%	34.8%	46.3%	8.7%
<b>PERFORMANCE MANAGEMENT</b>	1.3%	6.8%	12.3%	46.8%	32.8%	5.2%	9.1%	31.6%	43.3%	10.8%
<b>MANAGING KNOW-HOW</b>	0.4%	5.5%	14.9%	53.6%	25.5%	2.1%	9.4%	35.0%	40.6%	12.8%
<b>MANAGING PERSONNEL PROCESSES</b>	2.5%	6.6%	14.7%	41.7%	34.6%	6.4%	8.9%	40.2%	31.3%	13.2%

#### 2.4.2 Public sector survey results by management domain

In this section, the distribution of responses in the public sector survey are presented in detail by each management domain and the most significant findings are discussed in the text below each table.

### 2.4.2.1 Leadership/Management know-how requirements

Table 5 Leadership/Management know-how requirements

A. LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I am acquainted with leadership theories and concepts	0.0%	6.4%	14.9%	66.0%	12.8%	6.4%	8.5%	25.5%	51.1%	8.5%
2. I understand how an organisation's culture impacts its effectiveness	0.0%	0.0%	6.4%	46.8%	46.8%	6.4%	6.4%	34.0%	48.9%	4.3%
3. I have good interaction skills	2.2%	4.3%	6.5%	52.2%	34.8%	0.0%	11.1%	35.6%	48.9%	4.4%
4. I can work in a goal-directed way	0.0%	4.3%	8.7%	50.0%	37.0%	2.2%	15.2%	39.1%	37.0%	6.5%
5. I know how to manage entities	0.0%	0.0%	4.3%	67.4%	28.3%	2.3%	11.4%	34.1%	47.7%	4.5%
6. I have good organising skills	0.0%	2.2%	10.9%	56.5%	30.4%	4.4%	4.4%	37.8%	48.9%	4.4%
7. I have good problem-solving skills	0.0%	2.2%	11.1%	66.7%	20.0%	2.3%	9.3%	25.6%	51.2%	11.6%
8. I can handle conflicts	2.2%	6.5%	21.7%	56.5%	13.0%	2.2%	2.2%	17.4%	54.3%	23.9%
9. I know how to take the organisation's values and principles into account in my work	0.0%	0.0%	10.9%	52.2%	37.0%	2.2%	15.2%	52.2%	28.3%	2.2%
10. I can accomplish/achieve change in the organisation	0.0%	4.3%	21.7%	58.7%	15.2%	2.2%	8.7%	17.4%	56.5%	15.2%
12. I know how to delegate	0.0%	6.5%	10.9%	56.5%	26.1%	4.3%	0.0%	43.5%	43.5%	8.7%
RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES	0.4%	3.4%	11.6%	57.2%	27.4%	3.2%	8.4%	32.9%	46.9%	8.6%

Nearly 90% (84.6%) of the public sector managers who participated in the survey agreed or strongly agreed with the positive competency statements regarding their current know-how in terms of general leadership/management know-how requirements. Fewer than 4% reported deficits in their current know-how (“Strongly Disagree” or “Disagree”).

Even though so many self-assessed their current skills as being good, more than half (55.5%) were interested in updating training in these same skills (“I need some updating training”, “I definitely need updating training”). One-third (32.9%) of the respondents had no interest in updating training, and 3.2% said these skills did not belong to their tasks and fewer than 10% (8.4%) did not know whether they needed updating training in these skills.

Two of the most accomplished competencies were managing entities (95.7% reported good skills) and understanding how the organisation's culture influences its effectiveness (93.6%). There were no large deficits, but the least well-managed skill was conflict handling, wherein about 9% (8.7%) reported deficits. Conflict handling was also the most needed updating area, with nearly 80% (78.2%) interested in updating training.

### 2.4.2.2 Social and health care organisations' leadership/management know-how requirements

**Table 6 Social and health care organisations' leadership/management know-how requirements**

B. SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I have mastered social and health care and medical concepts and terminologies	6.5%	6.5%	15.2%	52.2%	19.6%	6.4%	12.8%	25.5%	48.9%	6.4%
2. I am acquainted with the social and health care environment	0.0%	6.4%	8.5%	53.2%	31.9%	2.1%	6.4%	40.4%	44.7%	6.4%
3. I have mastered social and health care service productisation	6.4%	25.5%	23.4%	36.2%	8.5%	8.5%	6.4%	6.4%	46.8%	31.9%
4. I stay abreast/up to date with social and health care trends	0.0%	8.5%	25.5%	53.2%	12.8%	0.0%	8.5%	23.4%	48.9%	19.1%
5. I am acquainted with treatment standards and their implications/meaning in my work	10.9%	6.5%	30.4%	45.7%	6.5%	17.0%	12.8%	17.0%	44.7%	8.5%
6. I am able to utilise social and health care research (findings) in my work	0.0%	6.5%	21.7%	45.7%	26.1%	2.1%	4.3%	38.3%	40.4%	14.9%
7. I have mastered the legislation related to social and health care	2.1%	10.6%	25.5%	53.2%	8.5%	0.0%	4.3%	14.9%	59.6%	21.3%
8. I have mastered health care economics theories and applications	20.5%	31.8%	20.5%	18.2%	9.1%	13.3%	4.4%	6.7%	42.2%	33.3%
9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	6.4%	29.8%	23.4%	29.8%	10.6%	0.0%	6.4%	14.9%	46.8%	31.9%
10. I am acquainted with funding and payment mechanisms of the health care system	4.3%	23.4%	17.0%	38.3%	17.0%	2.2%	6.5%	19.6%	47.8%	23.9%
11. I have mastered the contractual practices of social and health care (industry)	8.7%	21.7%	21.7%	45.7%	2.2%	2.1%	6.4%	4.3%	57.4%	29.8%
12. I can take into account the professional standards and codes of ethical behaviour in my work	0.0%	6.4%	6.4%	40.4%	46.8%	0.0%	14.9%	44.7%	27.7%	12.8%
13. I keep abreast of the body of knowledge in social and health care/I stay up to date with the professional requirements in social and health care	0.0%	4.3%	27.7%	38.3%	29.8%	2.1%	6.4%	34.0%	44.7%	12.8%
14. I have mastered patients' rights and responsibilities, and laws and regulations concerning them	2.2%	10.9%	10.9%	56.5%	19.6%	2.1%	4.3%	23.4%	55.3%	14.9%
15. I recognise the risks related to patient safety and I can manage/master them	0.0%	6.4%	12.8%	68.1%	12.8%	0.0%	10.6%	17.0%	59.6%	12.8%

RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES										
	4.4%	13.6%	19.4%	45.1%	17.5%	3.8%	7.7%	22.1%	47.7%	18.7%

The results of the specific management skills regarding social and health care organisations differed slightly from the general leadership/management know-how requirements.

While nearly 90% self-assessed good skills relating to the general management know-how requirements, the figure was much lower in this management domain – 62.6%. In addition, the interest in updating training was much higher in this domain (66.4%) compared to previous one (55.5%). However, the number of people who reported these skills as not belonging to their tasks and the number of those who did not know whether they would they need updating training were very similar to general management know-how requirements.

As in the private sector survey, the largest deficit in the respondent’s current skills became clear. The health care economics theories and applications were managed well by fewer than 30% (27.3%) and more than half reported deficits in this skill (52.3%). However, it wasn’t the most needed updating training area, because every seventh respondent reported that this skill did not belong to his/her tasks. The most needed updating training area was the contractual practices of social and health care (industry), wherein almost 90% (87.2%) were interested in receiving updating training.

In this domain, there were large deficits in the following competencies: the field of accreditation and monitoring agencies and their interrelationships (36.2% reported deficits), social and health care service productisation (31.9%), and funding and payment mechanisms of the health care system (27.7%). The largest updating training needs in addition to the most needed competence (above) was in the legislation related to social and health care (80.9% interested in updating training), accreditation and monitoring agencies and their interrelationships (78.7%), social and health care service productisation (78.7%), and health care economics theories and applications (75.6%). Overall, there was only one competence where fewer than half of the respondents were not interested in receiving any updating training – professional standards and codes of ethical behaviour in my work (40.4%).

### 2.4.2.3 Managing strategy

**Table 7 Managing strategy**

C. MANAGING STRATEGY	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I can collect and analyse data to form the basis of the strategy	2.2%	8.9%	24.4%	42.2%	22.2%	6.5%	4.3%	30.4%	45.7%	13.0%



2. I can anticipate the industry's forthcoming developments (e.g. scenario planning)	2.2%	24.4%	24.4%	33.3%	15.6%	8.9%	4.4%	15.6%	48.9%	22.2%
3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	4.3%	26.1%	17.4%	26.1%	26.1%	15.2%	4.3%	34.8%	28.3%	17.4%
4. I know how to define the organisation's mission and objectives	2.2%	2.2%	8.9%	46.7%	40.0%	11.1%	6.7%	42.2%	35.6%	4.4%
5. I know how to evaluate alternative strategies	2.2%	11.1%	26.7%	44.4%	15.6%	11.4%	2.3%	29.5%	43.2%	13.6%
6. I know how to formulate service and product strategy	4.3%	23.9%	23.9%	37.0%	10.9%	10.9%	8.7%	13.0%	54.3%	13.0%
7. I know how to formulate competitor strategy	15.2%	28.3%	30.4%	23.9%	2.2%	15.2%	10.9%	4.3%	45.7%	23.9%
8. I know how to concretise strategy into practical objectives	2.2%	8.7%	15.2%	47.8%	26.1%	6.5%	6.5%	26.1%	47.8%	13.0%
9. I know how to communicate the objectives inside the organisation and ensure their actualisation	0.0%	4.3%	8.7%	50.0%	37.0%	2.2%	10.9%	41.3%	37.0%	8.7%
10. I know how to follow the actualisation of the objectives	0.0%	4.3%	2.2%	50.0%	43.5%	4.3%	10.9%	41.3%	39.1%	4.3%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	3.5%	14.3%	18.2%	40.1%	23.9%	9.2%	7.0%	27.9%	42.5%	13.4%

The results in the strategy management skills domain were relatively similar to the social and health care organisations' leadership skills domain. The respondents' self-assessed skills were lower (64%) than in the general leadership know-how requirements and also the largest deficits clearly stood out. Moreover, many more respondents indicated these skills as not belonging to their tasks than in the two previous management domains, which sounds quite natural as strategy management is not the task of middle management (the survey target group).

Nevertheless, the largest deficits in the current know-how were found in the following competencies: formulating competitor strategy (43.5% reported deficits), using strategic tools (e.g. SWOT analysis, competitor analysis) (30.4%), formulating service and product strategy (28.3%), and anticipating the industry's forthcoming developments (e.g. scenario planning) (26.7%).

There were only three competencies where more than two-thirds of the respondents were interested in getting some updating training: "I can anticipate industry's forthcoming development (e.g. scenario planning)" (71.1%), "I know how to formulate competitor strategy" (69.6%), and "I know how to formulate service and product strategy" (67.4%). The average updating need among the managing strategy domain was 55.9%, 0.4% higher than in the first management domain of general leadership know-how requirements.

## 2.4.2.4 Change management

Table 8 Change management

I. CHANGE MANAGEMENT/MANAGEMENT OF CHANGE	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to notice and determine the need for change	0.0%	0.0%	17.4%	52.2%	30.4%	4.3%	6.5%	26.1%	54.3%	8.7%
2. I know how to determine objectives for the change	0.0%	2.2%	19.6%	47.8%	30.4%	2.2%	6.5%	28.3%	52.2%	10.9%
3. I know how to argue/rationalise/justify the need for change to the personnel	0.0%	0.0%	4.4%	60.0%	35.6%	2.2%	6.7%	26.7%	60.0%	4.4%
4. I know how to plan change operations/actions and proportion them with the organisation's current state and resources	0.0%	4.3%	15.2%	54.3%	26.1%	2.2%	6.5%	26.1%	58.7%	6.5%
5. I know how to manage change operations/actions and support personnel during changes	0.0%	4.3%	6.5%	58.7%	30.4%	2.2%	6.5%	30.4%	45.7%	15.2%
6. I know how to monitor and evaluate the implementation of the change	0.0%	0.0%	6.7%	62.2%	31.1%	2.2%	4.3%	39.1%	43.5%	10.9%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	1.8%	11.7%	55.8%	30.7%	2.5%	6.2%	29.5%	52.4%	9.5%

The results related to change management skills and updating training needs were interesting. In this domain, the respondent's skills seemed to be very strong, as with the general leadership skills, as fewer than 2% (1.8%) disagreed with the positive competency statements, and none strongly disagreed. Instead, almost 90% (86.5 %) of the respondents self-assessed their skills as being good (they either disagreed or strongly disagreed with the statements).

Even though these skills were seen as being relatively well-managed and known among the respondents, clearly more than half reported a need to enhance their skills by updating training in each competence in this domain, and the average was 61.8%. The most required updating training needs were referred to in terms of planning change operations/actions and proportioning them with the organisation's current state and resources (65.2%). Nearly every third respondent (29.5%) did not need any updating training, and fewer than 3% reported these skills as not belonging to their tasks.

### 2.4.2.5 Network management

Table 9 Network management

N. NETWORK MANAGEMENT /MANAGING NETWORKS	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to build strategic networks that are beneficial for the organisation	4.3%	8.5%	27.7%	36.2%	23.4%	4.3%	10.6%	34.0%	34.0%	17.0%
2. I know how to build trust and cooperation with the organisation's interest groups	0.0%	6.4%	14.9%	46.8%	31.9%	2.1%	8.5%	46.8%	36.2%	6.4%
3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	0.0%	2.1%	14.9%	42.6%	40.4%	4.3%	6.4%	44.7%	36.2%	8.5%
4. I know how to manage networks of experts	2.2%	19.6%	37.0%	23.9%	17.4%	6.5%	8.7%	21.7%	45.7%	17.4%
5. I know how to network with professional colleagues	0.0%	4.3%	6.4%	40.4%	48.9%	2.1%	6.4%	55.3%	29.8%	6.4%
6. I know how to utilise networks in developing the organisation's activities	2.1%	2.1%	6.4%	55.3%	34.0%	0.0%	8.5%	38.3%	48.9%	4.3%
7. I know how to network with international actors	27.7%	19.1%	31.9%	17.0%	4.3%	19.1%	17.0%	14.9%	21.3%	27.7%
RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES	5.2%	8.8%	19.8%	37.5%	28.7%	5.5%	9.5%	36.6%	36.0%	12.5%

The respondents' current levels of know-how in the network management domain differed significantly across the competencies (21.3%-89.4% reported good skills). While nearly 90% (89.4%) self-assessed good skills in networking with professional colleagues and utilising networks in developing the organisation's activities, only slightly more than every fifth respondent (21.3%) had good skills in networking with international actors and only slightly more than 40% (41.3%) self-assessed good skills in managing networks of experts.

Even though so many had deficits in the named skills, there was an absence of strong interest toward updating training in these skills (48.9% and 63% respectively). Moreover, the interest toward updating training in general was small compared to previous management domains. Only 48.5% on average indicated interest in updating training. More than every third did not need updating training (36.6%), and around 10% did not know whether they would they need updating training, while 5.5% reported these skills as not belonging to their tasks.

## 2.4.2.6 Financial resource management

**Table 10 Financial resource management**

D. FINANCIAL RESOURCE MANAGEMENT	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I have mastered the methods of budgeting and financial planning	8.5%	29.8%	21.3%	27.7%	12.8%	8.5%	4.3%	17.0%	34.0%	36.2%
2. I have mastered the methods of cost accounting and pricing	21.3%	38.3%	14.9%	14.9%	10.6%	19.1%	6.4%	10.6%	23.4%	40.4%
3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	2.1%	14.9%	14.9%	46.8%	21.3%	4.3%	6.4%	23.4%	36.2%	29.8%
4. I know how to measure and monitor financial results with respect to objectives	6.4%	17.0%	14.9%	46.8%	14.9%	4.3%	8.5%	19.1%	38.3%	29.8%
5. I have mastered the central productivity measures/metrics	17.0%	17.0%	14.9%	36.2%	14.9%	6.5%	15.2%	17.4%	28.3%	32.6%
6. I have mastered the basics of financial management and auditing	29.8%	36.2%	12.8%	12.8%	8.5%	19.1%	12.8%	4.3%	21.3%	42.6%
7. I know how to assess the need for equipment investments and their effects on the organisation's finances	10.6%	23.4%	14.9%	29.8%	21.3%	15.2%	15.2%	21.7%	21.7%	26.1%
8. I know how to assess the need for property repair and maintenance and their effects on the organisation's finances	10.6%	21.3%	17.0%	38.3%	12.8%	10.6%	19.1%	17.0%	29.8%	23.4%
9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	13.0%	17.4%	28.3%	19.6%	21.7%	15.6%	11.1%	15.6%	33.3%	24.4%
10. I have mastered the planning of goods and service procurement	10.6%	19.1%	19.1%	38.3%	12.8%	14.9%	17.0%	21.3%	25.5%	21.3%
11. I know how to write/draw up calls for tenders/bids	17.0%	12.8%	14.9%	40.4%	14.9%	12.8%	6.4%	21.3%	34.0%	25.5%
12. I know how to compare tenders and how to choose the most suitable supplier	8.9%	11.1%	17.8%	35.6%	26.7%	6.8%	6.8%	29.5%	36.4%	20.5%
13. I know how to manage supplier contracts	21.3%	12.8%	19.1%	38.3%	8.5%	14.9%	10.6%	14.9%	36.2%	23.4%
14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	12.8%	14.9%	10.6%	46.8%	14.9%	10.9%	8.7%	26.1%	32.6%	21.7%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	13.6%	20.5%	16.8%	33.7%	15.4%	11.7%	10.6%	18.5%	30.8%	28.5%

The results regarding financial resource management skills and training needs were expected and rather similar to the Finnish private sector respondents. The current level of know-how among the public sector managers was much lower in the financial resource management skills domain than in the previous management domains.

There was only one competence – “I know how to interpret the organisation’s key financial ratios and reports” (e.g. utilisation rate, profit and loss statement) – in which more than two-thirds (68.1%) of the respondents reported good skills (choosing agree or strongly agree with positive competency statements) and on average only slightly fewer than half (49.2%) of the respondents self-assessed their skills as being good across the competencies in this domain: as in the previous domains this amount varied between 62.6 and 84.6%.

The most poorly managed skills were the basics of financial management and auditing (21.3% reported good skills and 66% reported deficits), and the methods of cost accounting and pricing (25.5% and 59.6% respectively). Fewer than half of the respondents also had deficits in the following competencies: budgeting and financial planning (40.4% reported good skills), assessing the pros and cons of outsourcing with respect to the organisation’s own service production (41.3%), and comparing tenders and how to choose the most suitable supplier (46.8%).

Although so many public sector respondents reported deficiencies in their current know-how in financial resource management skills, the respondents were no more interested in attending updating training than in the previous management domains. On average, around 60% (59.2%) of the respondents expressed an interest in updating training, which was less than in the change management or in the social and health care organisation’s leadership know-how skills, for example. However, this can be explained to some extent by the number of respondents reporting these skills as not belonging to their tasks, which was clearly higher here (11.7%) than in the previous management domains (2.5–9.2%). There were also more respondents who didn’t know whether they would they need updating training in these skills (10.6%). Nevertheless, the number of respondents reporting no need for updating training was much lower in this domain than in the previous (18.5 % vs. 22.1–36.6%) ones, and the large number of responses to the response option “Definite need for updating training” (28.5%) should also be pointed out, which demonstrates how urgently some respondents need updating training related to financial resource management.

The largest updating training needs among the public sector managers in the financial resource management skills domain were connected to budgeting and financial planning, and measuring and monitoring financial results with respect to objectives. In both competencies, more than two-thirds (70.2 and 68.1% respectively) were interested in getting some updating training, while in the rest the amount varied between 46.8% and 66%.

## 2.4.2.7 Communication management

**Table 11 Communication management**

F. COMMUNICATION MANAGEMENT	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to formulate an external communication strategy (what is communicated, to whom, and by which channels)	13.0%	13.0%	23.9%	41.3%	8.7%	19.6%	10.9%	17.4%	26.1%	26.1%
2. I know how to formulate an internal communication strategy (what is communicated and by which channels)	8.5%	10.6%	12.8%	55.3%	12.8%	10.9%	8.7%	30.4%	32.6%	17.4%
3. I know how to plan the implementation and resources of an external communication strategy	21.3%	19.1%	38.3%	17.0%	4.3%	28.3%	13.0%	10.9%	19.6%	28.3%
4. I know how to plan the implementation and resources of an internal communication strategy	15.2%	13.0%	32.6%	32.6%	6.5%	17.8%	11.1%	20.0%	33.3%	17.8%
5. I know how to develop and maintain internal communications	4.3%	8.5%	17.0%	57.4%	12.8%	4.3%	10.6%	34.0%	40.4%	10.6%
6. I have mastered the patient communication systems and practices	0.0%	6.4%	19.1%	55.3%	19.1%	4.3%	6.4%	34.0%	42.6%	12.8%
7. I can produce written communication material (e.g. meeting memos, reports, communication design)	0.0%	6.4%	12.8%	34.0%	46.8%	2.2%	6.5%	50.0%	30.4%	10.9%
8. I have good oral communication and presentation skills	2.1%	6.4%	21.3%	38.3%	31.9%	0.0%	8.5%	29.8%	48.9%	12.8%
9. I have good negotiation skills	0.0%	6.4%	21.3%	42.6%	29.8%	0.0%	17.0%	27.7%	40.4%	14.9%
10. I have good meeting skills (e.g. writing minutes, acting as chairman)	2.2%	8.7%	21.7%	32.6%	34.8%	4.3%	10.9%	39.1%	30.4%	15.2%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	6.6%	9.9%	22.1%	40.7%	20.8%	9.1%	10.4%	29.4%	34.6%	16.6%

The variation in the current skills of the respondents in the communication management skills domain was surprisingly large. The number of respondents reporting good skills between the competencies varied between 21.3% and 80.9%.

The most poorly managed skill was planning the implementation and resources of an external communication strategy, in which around only every fifth respondent had good skills (21.3%) and more than 40% (40.2%) reported deficits in their current skills. Fewer than half self-assessed their skills as poor in the implementation and resourcing of an internal communication strategy (39.1%), and half in the formulating of an external communication strategy. However, in the rest of the

competencies more than two-thirds reported good skills, and the average among the competencies in this domain was 61.5%.

The need for updating training was not the highest in those competencies where the skills were assessed poorest. Rather, it was in oral communication and presentation skills, which was the only competence where more than 60% (61.7%) were interested in updating training. In the skills which were most poorly managed, the number of respondents reporting those skills as not belonging to their tasks was highest so far in this survey (17.8% and 28.3%).

On average, a little more than every tenth respondent (20.4%) did not know whether they would need updating training in these skills, and slightly fewer than every third (29.4%) saw no need for updating training on average in communication management skills.

#### 2.4.2.8 *Managing sales and customer processes*

**Table 12 Managing sales and customer processes**

L. MANAGING SALES AND CUSTOMER PROCESSES	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to determine the organisation's customer group and identify its needs	2.1%	4.3%	8.5%	53.2%	31.9%	4.3%	8.5%	48.9%	36.2%	2.1%
2. I know how to follow the demand situation (e.g. public procurement requests)	14.9%	17.0%	27.7%	27.7%	12.8%	26.1%	4.3%	26.1%	32.6%	10.9%
3. I know how to respond to calls for tenders	26.7%	17.8%	22.2%	22.2%	11.1%	33.3%	6.7%	17.8%	26.7%	15.6%
4. I have mastered the concepts and tools of marketing and advertising	28.3%	32.6%	17.4%	15.2%	6.5%	37.8%	13.3%	11.1%	22.2%	15.6%
5. I know how to plan marketing and advertising (the content of the message, target groups, channels)	25.5%	29.8%	19.1%	21.3%	4.3%	34.8%	13.0%	13.0%	23.9%	15.2%
6. I know how to carry out marketing and advertising plans	25.5%	31.9%	23.4%	14.9%	4.3%	35.6%	13.3%	15.6%	20.0%	15.6%
7. I know how to manage customer contracts	17.0%	19.1%	23.4%	36.2%	4.3%	21.7%	10.9%	21.7%	26.1%	19.6%
8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment and caring process	0.0%	0.0%	6.5%	54.3%	39.1%	0.0%	6.5%	52.2%	28.3%	13.0%
9. I know how take into account the requirements of multiculturalism in nursing	0.0%	14.9%	17.0%	48.9%	19.1%	4.3%	4.3%	30.4%	43.5%	17.4%
10. I have mastered customer feedback systems and metrics	2.1%	10.6%	17.0%	51.1%	19.1%	2.1%	12.8%	25.5%	42.6%	17.0%
11. I know how to organise customer satisfaction measurement and how to analyse the results	6.4%	10.6%	25.5%	38.3%	19.1%	10.6%	14.9%	23.4%	36.2%	14.9%
12. I know how to handle customer claims/reclamations	0.0%	10.6%	17.0%	44.7%	27.7%	2.1%	6.4%	42.6%	31.9%	17.0%

<b>13. I know how to develop customer processes being founded on feedback</b>	2.1%	10.6%	23.4%	38.3%	25.5%	6.5%	10.9%	30.4%	37.0%	15.2%
<b>14. I know how to utilise customer feedback in developing new service products</b>	2.2%	10.9%	15.2%	45.7%	26.1%	6.5%	8.7%	30.4%	41.3%	13.0%
<b>15. I know how to solve conflicts between patients and personnel</b>	0.0%	0.0%	17.0%	55.3%	27.7%	2.2%	13.0%	28.3%	45.7%	10.9%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	10.1%	14.7%	18.7%	37.9%	18.6%	15.1%	9.8%	27.9%	33.0%	14.2%

The results regarding the skills of managing sales and customer processes were largely expected and varied quite significantly.

The respondents' skills and updating training needs differed a lot depending on the competence. The areas which were most poorly managed, to some extent the less needed areas for updating training, and also the areas with the highest number of respondents reporting these skills as not belonging to their tasks, were related to marketing and advertising, which sounds natural as the public sector does not utilise these functions that much in their operations. In the following marketing-related skills, more than every third reported these skills as not belonging to their tasks: "I know how to form tenders for call of tenders" (33.3%), "I have mastered the concepts and tools of marketing and advertising" (37.8%), "I know how to plan marketing and advertising" (34.8%), and "I know how to carry out marketing and advertising plans" (35.6%). Moreover, the current skills (19.1–33.3% reported good skills) and the need for updating training (35.6–42.2%) were lowest in these same competencies.

There was only one competence – "I know how take into account the requirements of multiculturalism in nursing" – where more than 60% (60.9%) of the respondents were willing to receive some updating training, and on average among these competencies the number of respondents interested in updating training was 47.2% – the lowest so far in this survey. On average, around every sixth respondent saw these skills as not belonging to their tasks and a little more than every fourth saw no need for updating training, while every tenth did not know whether they would they need any updating training.



### 2.4.2.9 Managing data management processes

Table 13 Managing data management processes

M. MANAGING DATA MANAGEMENT PROCESSES	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I have mastered the possibilities of utilising information technology in the organisation	0.0%	17.0%	27.7%	36.2%	19.1%	2.1%	10.6%	23.4%	51.1%	12.8%
2. I have mastered the software applications that support the organisation's activities (e.g. email, MS Office applications)	0.0%	6.4%	8.5%	40.4%	44.7%	2.1%	4.3%	40.4%	40.4%	12.8%
3. I have mastered the characteristics of clinical information systems and software	10.9%	13.0%	32.6%	26.1%	17.4%	15.2%	13.0%	23.9%	32.6%	15.2%
4. I know how to ensure that staff have the requisites to use information systems	0.0%	2.1%	17.0%	53.2%	27.7%	4.3%	6.5%	52.2%	28.3%	8.7%
5. I have mastered the information confidentiality and security requirements	0.0%	4.3%	8.5%	53.2%	34.0%	2.2%	4.3%	32.6%	50.0%	10.9%
6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	0.0%	14.9%	10.6%	51.1%	23.4%	6.5%	8.7%	34.8%	37.0%	13.0%
7. I know how to interpret and utilise information produced by information systems in my work	0.0%	2.1%	12.8%	57.4%	27.7%	0.0%	10.6%	38.3%	44.7%	6.4%
8. I stay abreast/up to date with technology trends and new clinical applications	4.3%	21.7%	34.8%	26.1%	13.0%	2.2%	17.4%	23.9%	39.1%	17.4%
RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES	1.9%	10.2%	19.0%	43.0%	25.9%	4.3%	9.4%	33.7%	40.4%	12.1%

The results of the managing data management processes domain were mixed. While more than 80% of the respondents saw their skills as good in half of the competencies in this domain, there were two competencies where fewer than half possessed good skills – “I stay abreast/up to date with technology trends and new clinical applications” (39.1% agreed or strongly agreed with positive competency statements), and “I stay abreast/up to date with technology trends and new clinical applications” (43.5%). These least well-managed competencies were, however, not the most needed areas for updating, as relatively many reported these skills as not belonging to their tasks and also many did not know whether they would they need updating training in these skills.

Nevertheless, the strongest current skills and know-how of the respondents (more than 80% choosing agree or strongly agree) were found in mastering the information confidentiality and security requirements (87.2%), interpreting and utilising information produced by information

systems at work (85.1%), mastering the software applications that support the organisation's activities (e.g. email, MS Office applications) (85.1%), and ensuring that the staff have the requisites to use information systems (80.9%). The average of good skills among the competencies in this domain was the third highest so far – 69%.

Although the skills of the respondents were relatively good in this domain on average, there were only two competencies where fewer than half of the respondents were willing to receive some updating training – “I have mastered the characteristics of clinical information systems and software” (47.8%), and “I know how to ensure that staff have the requisites to use information systems” (37%). The highest updating training needs (more than 60% reporting some need) were found in mastering the possibilities to utilise information technology in the organisation (63.8%), and in mastering the information confidentiality and security requirements (60.9%). The average share of respondents willing to receive some updating training was 52.6%, while every third (33.7%) saw no need, and 4.3% saw these skills as not belonging to their tasks.

#### 2.4.2.10 Quality management

Table 14 Quality management

O. QUALITY MANAGEMENT	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I have mastered the quality improvement theories and frameworks	10.6%	23.4%	23.4%	25.5%	17.0%	6.4%	4.3%	19.1%	48.9%	21.3%
2. I have mastered the organisation's quality/service level definition tools and techniques	10.6%	23.4%	17.0%	34.0%	14.9%	8.5%	8.5%	10.6%	51.1%	21.3%
3. I know how to determine the organisation's quality objectives	8.5%	12.8%	10.6%	51.1%	17.0%	8.5%	6.4%	14.9%	51.1%	19.1%
4. I know how to plan a quality system for the organisation	17.0%	29.8%	23.4%	19.1%	10.6%	21.3%	0.0%	8.5%	42.6%	27.7%
5. I have mastered the principles of quality training and certification	21.7%	32.6%	21.7%	15.2%	8.7%	21.7%	6.5%	6.5%	28.3%	37.0%
6. I have mastered the requirements and principles of certification of the organisation's systems and activities	27.7%	27.7%	23.4%	17.0%	4.3%	19.1%	4.3%	8.5%	29.8%	38.3%
7. I have mastered the metrics of the quality measurement	13.0%	21.7%	21.7%	32.6%	10.9%	8.5%	6.4%	10.6%	44.7%	29.8%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	15.6%	24.5%	20.2%	27.8%	11.9%	13.4%	5.2%	11.3%	42.4%	27.7%

As in the private sector survey, the results of the quality management clearly pointed out how much of a hot and underdeveloped topic quality and its management is today in the Finnish social and health care industry.

The number of respondents indicating deficits in quality management competencies (40.1% strongly disagree or disagree) is slightly higher than the number of respondents indicating good skills (39.8% strongly agree or agree).

While there was only one competence where more than two-thirds (68.1%) reported good skills – determining the organisation’s quality objectives – in the rest the amount was less than fifty per cent in each competence. Three of the least managed skills were the following; mastering the requirements and principles of certification of the organisation’s systems and activities (21.3% reported good skills), mastering the principles of quality training and certification (23.9%), and planning a quality system for the organisation (29.8%).

The need for updating training here was the highest so far among the surveyed management domains – the average number of respondents willing to receive updating training in this domain was 70.1% and there was no strong variation (65.2%–74.5%). Also, the number of respondents reporting no need for updating training was much lower (11.3%) in this domain than in the previous management domains (18.5–36.6%). However, there were relatively many respondents who saw these skills as not belonging to their tasks (13.4%), but we can still state that quality management skills seem to be very important as so many were interested in updating their current skills and fewer saw no need for training in these skills.

It is also worthwhile pointing out the large number of responses with the response option “Definite need for updating training” (28.5% on average).

#### 2.4.2.11 Managing work communities

Table 15 Managing work communities

E. MANAGING WORK COMMUNITIES	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to commit the work community to the organisation's objectives and procedures	0.0%	0.0%	17.0%	48.9%	34.0%	4.3%	6.5%	32.6%	45.7%	10.9%
2. I know how to build teams	0.0%	0.0%	4.3%	55.3%	40.4%	2.1%	6.4%	51.1%	34.0%	6.4%
3. I know how to develop/improve the well-being of work community	2.1%	2.1%	8.5%	53.2%	34.0%	0.0%	10.6%	31.9%	48.9%	8.5%
4. I know how to manage multiprofessional teams	0.0%	0.0%	4.3%	57.4%	38.3%	2.1%	6.4%	44.7%	42.6%	4.3%
5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	0.0%	8.5%	17.0%	46.8%	27.7%	2.1%	8.5%	23.4%	59.6%	6.4%
6. I know how to create a supportive atmosphere among the work community	2.1%	2.1%	12.8%	48.9%	34.0%	0.0%	12.8%	31.9%	46.8%	8.5%
7. I know how to create an atmosphere in the work community that appreciates diversity and	0.0%	2.1%	14.9%	46.8%	36.2%	0.0%	17.0%	34.0%	42.6%	6.4%

<b>multiculturalism</b>										
<b>8. I know how to give constructive feedback to employees /personnel</b>	0.0%	2.1%	14.9%	40.4%	42.6%	2.1%	4.3%	38.3%	44.7%	10.6%
<b>9. I know how to utilise employees' feedback in developing the work community</b>	0.0%	2.1%	4.3%	48.9%	44.7%	2.1%	8.5%	38.3%	42.6%	8.5%
<b>10. I know how to reconcile internal conflicts in the work community</b>	0.0%	8.5%	4.3%	61.7%	25.5%	2.1%	4.3%	21.3%	55.3%	17.0%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.4%	2.8%	10.2%	50.9%	35.7%	1.7%	8.5%	34.8%	46.3%	8.7%

The results regarding work community management were relatively interesting, as in the private sector survey.

The respondent's self-assessed current know-how was strongest in this domain compared to previous management domains. While there was only one competence – “I have mastered the methods of supporting individual in the work community (e.g. mentoring, coaching)” – in which fewer than 80% reported good skills (74.5% strongly agree or agree with positive competency statement), in the rest at least 83% reported good skills, and in the following three competencies clearly over 90% reported good skills: “I know how to build teams” (95.7%), “I know how to manage multiprofessional teams” (95.7%), and “I know how to utilise employees feedback in developing the work community” (93.6%). The average share of respondents reporting good skills was the highest so far – 86.6%.

The number of respondents reporting deficits in their current skills was by far the lowest in this domain compared to previous ones – only 3.2%. The number of respondents reporting these skills as not belonging to their tasks was also much lower here – only 1.7% – which demonstrates how work community management belongs to the responsibilities of all middle managers in the Finnish social and health care industry.

The respondents' self-assessed good skills can be clearly seen from the updating training needs, as there were only two competencies in which more than two-thirds of the respondents were interested in updating training – “I know how to reconcile internal conflicts in the work community” (72.3%), and “I have mastered the methods of supporting individual in the work community” (66%).

Although the interest in updating training was as strong as in some of the previous management domains, there was still only three competencies where fewer than half were interested in receiving some updating training: “I know how to build teams” (40.4%), “I know how to manage multiprofessional teams” (46.8%), and “I know how to create atmosphere in the work community that appreciates diversity and multiculturalism” (48.9%). The domain average for updating training was 55%.

## 2.4.2.12 Performance management

**Table 16 Performance management**

G. PERFORMANCE MANAGEMENT	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	2.1%	0.0%	8.5%	53.2%	36.2%	6.4%	12.8%	36.2%	38.3%	6.4%
2. I know how to set objectives at the team and individual level	0.0%	0.0%	8.5%	53.2%	38.3%	4.4%	4.4%	33.3%	51.1%	6.7%
3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	4.3%	21.3%	19.1%	36.2%	19.1%	6.5%	13.0%	13.0%	50.0%	17.4%
4. I know how to monitor and challenge the realisation of objectives at the team and individual level	0.0%	8.5%	21.3%	38.3%	31.9%	4.3%	10.9%	30.4%	41.3%	13.0%
5. I know how to give performance feedback at the team and individual level	0.0%	4.3%	4.3%	53.2%	38.3%	4.3%	4.3%	44.7%	36.2%	10.6%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	1.3%	6.8%	12.3%	46.8%	32.8%	5.2%	9.1%	31.6%	43.3%	10.8%

The results regarding performance management skills did not provide any surprises. However, there was one competence that markedly stood out from the rest – the knowledge of performance measures/metrics and the skills to develop them. In this competence, respondents self-assessed their current skills worst (25.6% strongly disagreed or disagreed with positive competency statement), and it was also the competence that received most interest in updating training (67.4%).

The strongest current skills among the public sector respondents in this domain were related to setting objectives at the team and individual level (91.5%), in giving performance feedback at the team and individual level (91.5%), and familiarising personnel with the organisation's mission, strategic objectives and values (89.4%). In the last competence that has not been mentioned yet – monitoring and challenging the realisation of objectives at the team and individual level – the respondents' skills were relatively strong (70.2% reported good skills).

In addition to know-how regarding performance measures/metrics and knowledge of how to develop them, more than half of the respondents were interested in updating training in setting objectives at the team and individual level (57.8%), and in monitoring and challenging the realisation of objectives at the team and individual level (54.3%). The average interest in updating training in this domain was a little higher than fifty percent (54.1%), while slightly fewer than every third (31.6%) reported no need for updating training, and fewer than every tenth (9.1%) did not

know whether they would need updating training. About every twentieth respondent (5.2%) saw these skills as not belonging to their tasks.

### 2.4.2.13 Managing know-how

Table 17 Managing know-how

H. MANAGING KNOW-HOW	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I know how to determine the organisation's know-how necessities	0.0%	6.4%	10.6%	55.3%	27.7%	2.1%	10.6%	36.2%	38.3%	12.8%
2. I know how to define the principles, how the needed know-how can be acquired (e.g. training, from external experts)	0.0%	2.1%	8.5%	55.3%	34.0%	2.2%	8.7%	39.1%	37.0%	13.0%
3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	2.1%	4.3%	23.4%	48.9%	21.3%	2.1%	10.6%	31.9%	38.3%	17.0%
4. I know how to fully utilise personnel's existing know-how	0.0%	12.8%	21.3%	53.2%	12.8%	2.1%	6.4%	29.8%	48.9%	12.8%
5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	0.0%	2.1%	10.6%	55.3%	31.9%	2.1%	10.6%	38.3%	40.4%	8.5%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.4%	5.5%	14.9%	53.6%	25.5%	2.1%	9.4%	35.0%	40.6%	12.8%

The results in the managing know-how domain did not provide any remarkable findings, as the responses were distributed relatively evenly among the competencies and none clearly stood out.

There were very few deficits in the respondents' self-assessed know-how – on average only 5.9% strongly disagreed or disagreed, while 79.1% agreed or strongly agreed with the positive competency statements. However, there was no competence where more than 90% reported good skills, although the skill of how to define the principles, how the needed know-how can be acquired (89.4%), and developing the organisation's know-how (87.2%) were close to that figure. In the rest of the competencies the amount varied between 66% and 83%, and the domain average was 79.1%.

There was also very few respondents who saw these skills as not belonging to their tasks (2.1% on average), while the number of respondents indicating no need for updating training was in line with the previous management domains – on average a little more than every third respondent (35%) saw no need for updating training. However, there was only one competence – developing the organisation's know-how – where fewer than half (48.9%) were interested in updating training. On the other hand, there was also only one competence – the skill of how to fully utilise personnel's existing know-how – where more than 60% (61.7%) were interested in updating

training. In the rest of the competencies, the number varied between 50% and 55.3% and the average was 53.4%.

#### 2.4.2.14 Managing personnel processes

Table 18 Managing personnel processes

J. MANAGING PERSONNEL PROCESSES	Current level of know-how					Need for updating training				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Not belonging to my tasks	2. I don't know	3. I don't need updating training	4. I need some updating training	5. I definitely need updating training
1. I have mastered the labour code and regulations	2.1%	17.0%	23.4%	36.2%	21.3%	2.1%	2.1%	17.0%	55.3%	23.4%
2. I have mastered work safety and occupational health issues	0.0%	6.4%	17.0%	59.6%	17.0%	0.0%	6.4%	19.1%	55.3%	19.1%
3. I know how to determine employees job descriptions	0.0%	0.0%	2.1%	44.7%	53.2%	2.1%	6.4%	57.4%	21.3%	12.8%
4. I know how to create work plans	2.1%	4.3%	10.6%	34.0%	48.9%	6.5%	8.7%	56.5%	15.2%	13.0%
5. I know how to recruit and select new employees	0.0%	2.1%	2.1%	31.9%	63.8%	8.5%	4.3%	61.7%	19.1%	6.4%
6. I know how to organise new employees' introduction	0.0%	0.0%	6.4%	36.2%	57.4%	6.5%	6.5%	58.7%	19.6%	8.7%
7. I know how to motivate and engage employees	0.0%	0.0%	17.0%	46.8%	36.2%	2.1%	14.9%	34.0%	34.0%	14.9%
8. I know how to monitor employee performance and how to organise the supervision of work	0.0%	4.3%	12.8%	44.7%	38.3%	6.4%	12.8%	44.7%	25.5%	10.6%
9. I know how to dimension personnel resources with respect to objectives	0.0%	0.0%	12.8%	55.3%	31.9%	2.1%	10.6%	48.9%	31.9%	6.4%
10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	6.4%	10.6%	27.7%	36.2%	19.1%	17.4%	10.9%	32.6%	32.6%	6.5%
11. I have mastered employee satisfaction measurement and improvement techniques and procedures	6.4%	8.5%	25.5%	40.4%	19.1%	4.3%	17.4%	30.4%	37.0%	10.9%
12. I have mastered joint action practices and layoffs	12.8%	25.5%	19.1%	34.0%	8.5%	19.1%	6.4%	21.3%	27.7%	25.5%
RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES	2.5%	6.6%	14.7%	41.7%	34.6%	6.4%	8.9%	40.2%	31.3%	13.2%

The results in the personnel process management domain revealed mixed results and respondents' self-assessed skills and interest in updating training differed significantly between the competency statements. The interest in updating training in particular yielded surprising and mixed results.

There were only four competencies where fewer than 60% of the respondents had self-assessed their skills as being good (choosing either to strongly agree or agree with the positive competency statement): "I have mastered joint action practices and layoffs" (42.6%), "I have mastered employee compensation and benefits practices" (55.3%), "I have mastered the labour code and

regulations” (57.4%), and “I have mastered employee satisfaction measurement and improvement techniques and procedures” (59.6%). In the rest, good skills were reported by 76.6% up to 97.9% of the respondents.

In the least well-managed competence – mastering the joint action practices and layoffs – the number of respondents reporting deficits was also close to those who reported good skills (38.3% vs. 42.6%). Even though this competence was the most poorly managed among the respondents, it was only the third most wished-for area for updating training (53.2%). The two most needed areas for updating training were labour code and regulations (78.7%), and work safety and occupational health issues (74.5%). The reason why the joint action practices and redundancy skills area was not the most needed area for updating training was the fact that around every fifth (19.1%) saw these skills as not belonging to their tasks, while the average was only 6.4%.

In the rest of the competencies, the need for updating training was on average less than 50% and the domain average was only 44.5%. There were three competencies where fewer than 30% of the respondents were interested in updating training, while there was slightly more interest in updating training in the previous management domains. These competencies were: “I know how to create work plans” (28.3%), “I know how to recruit and select new employees” (25.5%), and “I know how to organise new employees introduction” (28.3%).

It is also worth noting that this domain had the largest number of respondents reporting no need for updating training among the surveyed management domains – on average over 40 per cent (40.2%).

### **2.4.3 Background questions**

The survey questionnaire also included a number of background questions. Respondents were asked to provide information about their age, number of subordinates and work experience in the social and health care industry. These demographic background questions were later utilised in as a grouping variable in one-way ANOVA analysis to find potential differences in the current know-how and updating training needs between these groups, and several differences were found.

#### **2.4.3.1 Respondents' age**

Each of the respondents was asked to provide their age on a scale which consisted of four different options: 1. Under 25, 2. 26-39 years old, 3. 40-55 years old, 4. Older than 55.

Most of the Finnish public sector respondents, around 90%, were older than 40. None of the respondents were younger than 25 years old and only a few respondents were under 40 years old. Thus, public sector respondents were much older on average than private sector respondents.



**Table 19 Respondents age**

Under 25	26-39 years	40-55 years	Older than 55
0%	10.6%	51.1%	38.3%

### 2.4.3.2 Number of subordinates

Each of the respondents was asked to provide the number of subordinates they have in the organisation. The scale consisted of five different options: (1) No subordinates, (2) 1-5 subordinates, (3) 6-10 subordinates, (4) 10-20 subordinates, and (5) More than 20 subordinates.

As we can see, nearly half of the public respondents had more than 20 subordinates, and in addition more than a quarter had between 10-20 subordinates. Around one in every eight had no subordinates and the rest had between 1-10 subordinates.

**Table 20 Number of subordinates**

No subordinates	1-5 subordinates	6-10 subordinates	10-20 subordinates	More than 20 subordinates
12.8%	4.3%	6.4%	27.7%	48.9%

### 2.4.3.3 Work experience in the social and health care industry

Each of the respondents was also asked to provide information about their work experience in the social and health care industry. The scale consisted of four different options: (1) Less than a year, (2) 1-3 years, (3) 4-9 years, and (4) Over 10 years.

As the table shows, the public sector respondents were much more experienced in social and health care industries than their private sector peers. Almost 90% had more than 10 years of work experience and only one respondent had fewer than three years (2.2%).

**Table 21 Work experience in the social and health care industry**

Less than a year	1-3 years	4-9 years	Over 10 years
0%	2.2%	8.7%	89.1%

## 2.4.4 Largest differences in the public sector sample regarding age, number of subordinates, work experience and sex

When the differences in the sample regarding age, number of subordinates, work experience and sex was analysed with One-way ANOVA, several differences were found. All the statistically significant differences are presented in this section.

### 2.4.4.1 Age

When the differences in the sample between the respondents age were analysed, only five statistically significant differences between three different age groups were found (*P value* of <0.05) and they are presented in Table 43.

The differences were somewhat interesting. Younger respondents self-assessed their skills as higher than their older peers. Moreover, older respondents were more eager to attend updating training. However, the differences were not as strong as those in the private sector survey and also analyses included fewer respondents. Therefore, even small changes in the responses would mean significant differences in the results.

**Table 22 Statistically significant differences in the sample; grouping variable=age**

Management domain	Competence	26-39 years	40-55 years	Older than 55	F-value	Pr>F
SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	CK: 1. I have mastered social and health care and medical concepts and terminologies	4.4	3.91	3.28	3.222	0.5
SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	UTN: 5. I am acquainted with the social and health care environment	2.6	3.5	3.67	3.93	0.27
SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	CK: 7. I have mastered the legislation related to social and health care	4.4	3.58	3.28	3.57	0.037
FINANCIAL RESOURCE MANAGEMENT	CK: 6. I have mastered the basics of financial management and auditing	3	2.63	1.78	3.336	0.045
MANAGING SALES AND CUSTOMER PROCESSES	CK: 8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment and caring process	4.6	4.48	4.06	3.446	0.041

#### 2.4.4.2 Subordinates

The number of subordinates were grouped into five ranges: (1) No subordinates, (2) 1-5 subordinates, (3) 6-10 subordinates, (4) 10-20 subordinates, and (5) More than 20 subordinates. Statistically significant differences between the five subordinate groups were found in eight different competencies (*P value* of <0.05;). They are presented in the following table.

The number of subordinates is a relatively weak differentiator in the One-way ANOVA analysis given the small sample size of the survey. Even though there were some competencies with significant differences in terms of the number of subordinates, there were no logical or consistent differences between the groups, and responses (or response averages) varied across competencies by groups. However, we can state that respondents with 6 to 20 subordinates had somewhat more interest in updating training than other age groups.

**Table 23 Most significant differences in the sample; grouping variable= number of subordinates (F-value > 5)**

Management domain	Competence	1	2	3	4	5	F-value	Pr>F
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	UTN: 3. I have good interaction skills	4.167	2.500	3.667	3.667	3.227	3.599	0.013
SOCIAL AND HEALTH CARE	UTN: 2. I am acquainted	3.667	2.000	3.667	3.769	3.348	2.757	0.040

ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	with the social and health care environment							
MANAGING STRATEGY	UTN: 8. I know how to concretise strategy into practical objectives	2.833	2.000	4.000	4.000	3.545	3.142	0.024
FINANCIAL RESOURCE MANAGEMENT	UTN: 1. I have mastered the methods of budgeting and financial planning	2.167	3.000	4.667	4.462	3.913	6.267	0.000
FINANCIAL RESOURCE MANAGEMENT	UTN: 2. I have mastered the methods of cost accounting and pricing	2.167	3.000	5.000	4.231	3.478	3.023	0.028
FINANCIAL RESOURCE MANAGEMENT	UTN: 4. I know how to measure and monitor financial results with respect to objectives	2.833	2.500	4.000	4.154	3.957	2.696	0.044
FINANCIAL RESOURCE MANAGEMENT	UTN: 7. I know how to assess the need for equipment investments and their effects on the organisation's finances	1.833	3.000	3.667	4.000	3.227	2.950	0.031
FINANCIAL RESOURCE MANAGEMENT	UTN: 10. I have mastered the planning of goods and service procurement	1.500	2.500	3.667	3.846	3.304	4.226	0.006

#### 2.4.4.3 Work experience

There was only one respondent that had less than four years of work experience in the social and health care industry. Therefore, he/she was re-coded into the group with 4-9 years' work experience. Thus, the analysis groups were: (1) 4-9 years, and (2) More than 10 years. Statistically significant differences between these two work experience groups were found in 22 different competencies (*P value* of <0.05).

Regarding the differences, the results were somewhat mixed. In nearly all competencies where statistically significant differences were found, the work experience gained positively correlated relatively strongly with the current know-how of the specific skill (competence). However, the need for updating training was much stronger among more experienced respondents.

**Table 24 Most significant differences in the sample; grouping variable=work experience (F-value > 5)**

Management domain	Competence	F-value	Pr>F	4-10 years	More than 10 years
SOCIAL AND HEALTH CARE ORGANISATION'S	CK: 6. I am able to utilise social and health care research (findings) in my work	5.356522	0.025374	3.00	4.00
CHANGE MANAGEMENT	CK: 5. I know how to manage change operations/actions and support personnel during changes	6.726442	0.012851	3.40	4.24
MANAGING SALES AND CUSTOMER PROCESSES	CK: 15. I know how to solve conflicts between patients and personnel	7.107598	0.010624	3.40	4.19
MANAGING KNOW-HOW	CK: 4. I know how to fully utilise the personnel's existing know-how	6.115789	0.017241	2.80	3.76
MANAGING PERSONNEL PROCESSES	CK: 2. I have mastered work safety and occupational health issues	4.607113	0.037267	3.20	3.95
MANAGING PERSONNEL PROCESSES	CK: 7. I know how to motivate and engage employees	4.13197	0.048006	3.60	4.26
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	UTN: 2. I understand how an organisation's culture influences its effectiveness	4.751658	0.034542	4.20	3.29
NETWORK MANAGEMENT /MANAGING NETWORKS	UTN: 2. I know how to build trust and cooperation with the organisation's interest groups	5.291971	0.026114	2.60	3.45
NETWORK MANAGEMENT /MANAGING NETWORKS	UTN: 3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	4.583614	0.037732	2.60	3.48
FINANCIAL RESOURCE MANAGEMENT	UTN: 8. I know how to assess the need for property repair and maintenance and their effects on the organisation's finances	6.624497	0.013423	2.00	3.52
COMMUNICATION MANAGEMENT	UTN: 10. I have good meeting skills (e.g. taking minutes, acting as chairman)	6.3247	0.015635	2.25	3.52
MANAGING SALES AND CUSTOMER PROCESSES	UTN: 1. I know how to determine the organisation's customer group and identify its needs	6.601091	0.013577	2.40	3.33
MANAGING SALES AND CUSTOMER PROCESSES	UTN: 15. I know how to solve conflicts between patients and personnel	9.130033	0.00418	2.40	3.63
MANAGING DATA MANAGEMENT PROCESSES	UTN: 2. I have mastered the software applications that support the organisation's activities (e.g. email, MS Office applications)	8.485629	0.005555	2.60	3.69
MANAGING DATA MANAGEMENT PROCESSES	UTN: 4. I know how to ensure that staff have the requisites to use information systems	16.03109	0.000236	2.00	3.46
MANAGING DATA MANAGEMENT PROCESSES	UTN: 8. I stay abreast/up to date with technology trends and new clinical applications	7.354016	0.00951	2.25	3.64
MANAGING WORK COMMUNITIES	UTN: 5. I have mastered the methods of supporting individual in the work community (e.g. mentoring, coaching)	5.739921	0.020803	2.80	3.69
MANAGING WORK COMMUNITIES	UTN: 6. I know how to create a supportive atmosphere among the work community	4.396877	0.041656	2.80	3.60
MANAGING WORK COMMUNITIES	UTN: 7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	5.201431	0.027355	2.60	3.48
MANAGING PERSONNEL PROCESSES	UTN: 4. I know how to create work plans	9.480597	0.003571	2.00	3.34
MANAGING PERSONNEL PROCESSES	UTN: 6. I know how to organise new employees' introduction	11.01587	0.001821	2.00	3.32

#### **2.4.4.4 Sex**

When the differences between males and females were analysed, a significant number of differences were found. However, as there were far fewer male respondents (five) in the public sample compared to females (42), the results can be easily biased and thus are not presented here. Nevertheless, we can note that there were nearly 50 competencies where male respondents had self-assessed their current skills much higher than females, while female respondents had not self-assessed their skills better than males in any. In terms of updating training needs, however, there was no difference between males and females, even though males were statistically significantly more interested in staying abreast/up to date with technology trends and new clinical applications.

### **2.5 Summary of the Finnish public sector survey**

The results of the Finnish public sector survey were interesting and differed considerably from the private sector survey. While the private sector survey participants self-assessed their current know-how as being generally high across the surveyed management areas, their public sector peers self-assessed their skills even higher in several different skills, and in only few competencies lower than their private sector managers.

Regardless of high self-assessed skills, the public sector managers also seemed to be interested in updating training in nearly all the competencies this survey included (updating training needs with more than 50% of the respondents in 92 out of the 135 competencies; see Appendix E) and thus the need for updating training did not correlate with respondents' self-assessed current know-how. One reason for this inconsistency could be found in the fact that the respondents knew their managers would be able to see their results and they might have exaggerated their skills. Another reason might have been genuine interest in upgrading current skills.

In general, public sector managers felt most competent in the skills related to work community management, change management and general leadership know-how requirements. On the other hand, the largest deficits were self-assessed to be in quality management skills, skills related to financial resource management, and in the skills related to sales and customer processes. However, with the exception of quality management, the largest updating training needs were not in the same management areas where the largest deficits were found. After quality management, the second most needed area for updating training was the social and health care organisations' leadership know-how requirements, followed by one of the skills in which the managers felt most competent – change management.

Next, this summary will present the most significant findings of the study by management domains, as there were some specific competencies that stood out from the others.

In general, leadership know-how requirement respondents did not have any significant deficits; indeed, more than 90% of the respondents felt competent in skills related to managing entities, and the understanding of how an organisation's culture impacts its effectiveness. Although there were no significant deficits, there were only two competencies where fewer than fifty per cent of

the respondents were willing to receive some update training: taking into account the organisation's values and principles in one's work, and how to work in a goal-directed way.

In the social and health care organisation's leadership know-how requirements domain, health care economics theories and applications were highlighted in many ways, as they were in the private sector survey. Firstly, the majority of respondents expressed deficits in their skills regarding this competence (52.3%), and secondly, only a few reported no need for updating training in this skill (6.7%). Thirdly, every third respondent expressed a definite need for updating training in this skill, and it was among the highest definite needs in the whole survey. In addition to health care economics theories and applications, around every third respondent reported deficits in the knowledge of the field of accreditation and monitoring agencies and their relationships, and in service productisation. In this domain there was no competence where fewer than 50% would have been interested in some updating training.

In the strategy management domain, more than 90% of the respondents self-assessed that they had good skills in following the actualising of objectives, while the domain average was only 64%. The lower domain average is due to large deficits in the respondents' current skills in how to formulate competitor, service, and product strategies, and in using strategic tools. Respondents were not that familiar with the methods of how to anticipate the industry's forthcoming developments. Even though so many deficiencies were found, in only one competence of strategy management did more than 70% of the respondents state that they were interested in updating training; that was in how to anticipate the industry's forthcoming developments.

In the change management domain, the responses were distributed very evenly and respondents generally had very good skills, but also expressed an interest in updating training. More than fifty per cent of the respondents were interested in updating training in all competencies in this domain. Moreover, there was only one competence where fewer than 80% (78.3%) had self-assessed good skills: "I know how to determine objectives for change". The domain average for good skills was 85.5% and it was the second highest in the whole study.

In the network management domain, networking with international actors was listed as the largest deficiency among the respondents, as slightly fewer than half reported deficits in this skill (46.8%) and only around every fifth respondent had good skills (21.3%). However, every fifth respondent (19.1%) reported this skill as not belonging to their tasks, and thus it wasn't the most sought after updating training area among the respondents in this domain – fewer than half (48.9%) were interested. The largest updating training needs were found in managing networks of experts, where nearly two-thirds (63%) of the respondents were willing to receive some updating training. The domain average for updating training was relatively low, at less than 50% (48.5%).

The results in the financial management skills domain were considerably different from most of the other domains. Firstly, there was a relatively high number of respondents who stated that these skills did not belong to their tasks, but there were proportionally fewer who did not need

any updating training in these skills. Nevertheless, the respondents' self-assessed skills were second-lowest after quality management skills, and there was only one competence where fewer than 20% (17%) had assessed deficits in the current skills: "I know how to interpret the organisation's key financial ratios and reports". The need for updating training in this domain was third-highest in the study and there were only two competencies where fewer than half were interested in updating training: "I know how to assess the need for equipment investments and their effects on the organisation's finances", and "I have mastered the planning of goods and service procurement". These results indicate a strong need for updating training for financial skills in the social and health care industry.

In the communication management domain, respondents' largest deficits in their current know-how were found in the planning of the implementation and resources of an external communication strategy, where only every fifth respondent (21.3%) had good skills, and more than 40% (40.4%) reported deficits. The same skill related to internal communication strategy was also managed rather poorly among the respondents. There were also deficits in the formulation of these strategies. On the other hand, the respondents seemed to have good written skills, as more than 80% (80.9%) had self-assessed good skills in producing written communication material. The domain average for updating training was slightly over fifty per cent (51.2%) and for the strong current skills it was 61.5%.

In the managing of sales and customer processes, the respondents' interest in updating training was second lowest in the whole study, just after the skills related to managing personnel processes. Fewer than half on average were interested in updating training, and there was only one competence where more than 60% (60.9%) were willing to receive some updating training, and that was related to taking the requirement of multiculturalism in nursing into account. Although respondents did not have that strong an interest in updating training, there were many competencies where respondents self-assessed deficits in their skills. These competencies were mostly related to marketing, and in this sense the lack of interest toward updating training sounds natural among public sector managers. More than half of the respondents had self-reported deficits in the concepts and tools of marketing and advertising, in carrying out marketing and advertising plans, and planning marketing and advertising. However, although there were such large deficits in these skills, in each competence fewer than 40% were interested in updating training, and the amounts were among the lowest in this domain. Obviously the best managed skill in this domain was that of taking the needs and expectations of patients (and their relatives) in the treatment and caring process into account, where more than 90% (93.5%) self-assessed good skills and more than half had no interest in updating training.

In the managing data management processes, two competencies differed considerably from the others. In the following two competencies, fewer than half of the respondents had self-assessed good skills and around every fifth had deficiencies: "I stay abreast/up to date with technology trends and new clinical applications", and "I have mastered the characteristics of clinical

information systems and software”. As in the previous domains, even here these largest deficits were not the same as those that attracted the most interest in updating training among the respondents. The largest training needs were found in the skill of mastering the possibilities to utilise information technology in the organisation, and in mastering the information confidentiality and security requirements. Overall, with the exception of those two competencies, respondents had relatively good skills in this domain as they did in the rest of the competencies: nearly 80% (78%) reported good skills.

The results regarding quality management differed most compared to other management domains in this survey. It was the only domain where more than 70% were interested in updating training on average, and it also had the lowest number of respondents who were not interested in updating training, which demonstrates the importance of quality management at all levels of the social and health care industry. It was also the only domain where more than 40% of the respondents had self-assessed deficits in their current know-how on average. In this respect, all the competencies in this domain seemed to be very important and thus none of them should be highlighted.

Skills related to managing work communities differed greatly compared with quality management skills. It had the highest self-assessed current skills in the survey, as nearly 90% (86.6%) reported good skills in this domain on average. Moreover, there was no competence where more than 10% indicated deficits in their current skills. However, even though respondents had the highest skills in this domain, the interest in updating training was higher in this domain than in seven other domains. The domain average for updating training was 55.5%, and there was only one competence where more than 50% (51.1%) had no interest in updating training: “I know how to build teams”. In addition, there were proportionally fewer of those who reported these skills as not belonging to their tasks – only 1.7% – the lowest figure in the whole survey.

In the performance management domain, only one competency stood out from the others. Around every fourth respondent (25.5%) had deficits in the skills related to performance measures/metrics and how to develop them. This was also the only competence in which more than two-thirds of the respondents (67.4%) were interested in updating training, while the domain average was 54.1%. Nearly 90% (85.6%) of the respondents had good skills in the rest of the competencies in this domain.

In the managing know-how domain, nothing really differed from the others. While the domain average for good skills was one of the highest in the study (79.1%), there was only one competency – how to fully utilise personnel’s existing know-how – where fewer than two-thirds (66%) reported good skills. Although respondents had good skills in this domain, there was only one competence where fewer than half (48.9%) were interested in receiving some updating training: “I know how to develop the organisation’s know-how”. However, the interest in updating



training was very close to 50% in all competencies; therefore the domain average for updating training interest was just a little higher than in the lowest competence – 53.4%.

In the last management domain of the survey questionnaire – managing personnel processes – one competence was clearly highlighted in terms of respondent's current know-how. The respondents had a relatively low level of current know-how in mastering joint action practices and layoffs. Only 42.6% reported good skills, while 38.3% reported deficits in this skill, while the domain average for good skills was 76.2%. However, only slightly more than half (53.2%) of the respondent were interested in updating training regarding this skill. This was only the third highest number, but it was still higher than the domain average, which was only 44.5%. The largest updating training needs were found in the skills of mastering the labour code and regulations (78.7%), and work safety and occupational health issues (74.5%).

Regarding the background characteristics of public sector respondents, nearly 90% of them were older than 40 and had more than 10 years of work experience in social and health care. In addition, nearly half had more than 20 subordinates.

When analysing the results of this public survey, it is worthwhile pointing out the large and varying differences among the respondents. As in the private sector survey, the public sector managers that participated in this survey came from a variety of backgrounds and working positions, and it is obvious that the skill requirements also differed across the different managerial positions in the social and health care industry. The differences in the operational modes and functional procedures of the partnering organisations naturally reflect the updating training needs of their personnel. It is also extremely important to note that ranking of these competencies by managers was subjective and based on a self-assessment which was not externally validated by their own managers or external audits.

In summary we can state that in general there is a need for all kind of updating training in the industry, depending on the organisation and manager's positions, and in this study there was no management area where training was not needed.

The need for updating training was also dependent on the age and work experience of the respondents, but the respondents' sex had little influence. However, the age and amount of work experience correlated negatively with the current know-how and updating training interest, which was clearly different from the private sector survey results. This is a very interesting finding and more studies should be carried out to find potential reasons for the differences between public and private sector managers in this respect.

## 2.6 Differences between Finnish private and public sector survey results

The research sample data allowed comparisons between private and public sector managers. One-way ANOVA analysis was utilised, and all statistically significant differences are presented in the following table. As we can see from the table, public sector managers self-assessed their current know-how generally much higher than their private sector peers. There were only two competencies where private sector managers had statistically significantly higher skills. These were the skill of carrying out marketing and advertising plans, and managing customer contracts. In the rest, public managers had higher know-how, although this was self-assessed.

On the other hand, the private sector respondents were more interested in updating training in four different competencies than their public sector counterparts, while public sector managers did not record greater interest in updating training in any.

Other differences between private and public sector respondents were related to background characteristics. On average, public sector managers were much older, had more work experience in social and health care, and had also more subordinates than private sector managers

**Table 25 Differences between Finnish private and public sector social and health care managers**

LKR	LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS				
SHLKR	SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS				
MS	MANAGING STRATEGY				
ChaM	CHANGE MANAGEMENT				
NetM	NETWORK MANAGEMENT/MANAGING NETWORKS				
FRM	FINANCIAL RESOURCE MANAGEMENT				
ComM	COMMUNICATION MANAGEMENT				
MSCP	MANAGING SALES AND CUSTOMER PROCESSES				
MDMP	MANAGING DATA MANAGEMENT PROCESSES				
QuaM	QUALITY MANAGEMENT				
MWC	MANAGING WORK COMMUNITIES				
PerM	PERFORMANCE MANAGEMENT				
MKH	MANAGING KNOW-HOW				
MPP	MANAGING PERSONNEL PROCESSES				
<b>CURRENT KNOW-HOW</b>					
Management domain	Competence	Private (average)	Public (average)	F-ratio	Sig.
LKR	1. I am acquainted with leadership theories and concepts	3.25	3.85	14.4	0.000
LKR	2. I understand how an organisation's culture impacts its effectiveness	3.85	4.4	14.8	0.000
SHLKR	6. I am able to utilise social and health care research (findings) in my work	3.31	3.91	10.9	0.001
SHLKR	12. I can take into account the professional standards and codes of ethical behaviour in my work	3.91	4.28	4.3	0.041
MS	4. I know how to define the organisation's mission and objectives	3.75	4.2	6.3	0.013
MS	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	3.72	4.2	9.5	0.002
MS	10. I know how to follow the actualisation of the objectives	3.89	4.33	8.1	0.005
ChaM	3. I know how to argue/rationalise/justify the need for change to the personnel	4	4.31	5.8	0.018
ChaM	4. I know how to plan change operations/actions and proportion them with the organisation's current state and resources	3.71	4.02	4.4	0.037
ChaM	5. I know how to manage change operations/actions and support personnel during changes	3.78	4.15	6.6	0.012

ChaM	6. I know how to monitor and evaluate the implementation of the change	3.92	4.24	5.8	0.018
FRM	3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	3.25	3.7	5.1	0.025
MSCP	6. I know how to carry out marketing and advertising plans	2.83	2.4	4.0	0.048
MSCP	7. I know how to manage customer contracts	3.48	2.91	7.9	0.006
MSCP	10. I have mastered customer feedback systems and metrics	3.35	3.74	4.6	0.033
MDMP	4. I know how to ensure that staff have the requisites to use information systems	3.59	4.06	9.0	0.003
MDMP	7. I know how to interpret and utilise information produced by information systems in my work	3.76	4.11	5.8	0.018
MWC	2. I know how to build teams	4	4.36	8.6	0.004
MWC	4. I know how to manage multiprofessional teams	3.92	4.34	9.9	0.002
PerM	1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	3.87	4.21	5.7	0.019
PerM	2. I know how to set objectives at the team and individual level	3.94	4.3	10.7	0.001
MKH	1. I know how to determine the organisation's know-how necessities	3.66	4.04	6.7	0.011
MKH	2. I know how to define the principles, and how the needed know-how can be acquired (e.g. training, from external experts)	3.64	4.24	14.9	0.000
MKH	3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	3.52	3.83	4.4	0.039
MKH	5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	3.71	4.17	9.9	0.002
MPP	2. I have mastered work safety and occupational health issues	3.48	3.87	6.8	0.010
MPP	3. I know how to determine employees' job descriptions	4.08	4.51	10.7	0.001
MPP	5. I know how to recruit and select new employees	4.1	4.57	12.3	0.001
MPP	6. I know how to organise new employees' introduction	4.14	4.51	8.9	0.003
MPP	9. I know how to dimension personnel resources with respect to objectives	3.83	4.19	7.0	0.009
<b>UPDATING TRAINING NEEDS</b>					
LKR	1. I am acquainted with leadership theories and concepts	3.86	3.47	4.8	0.030
LKR	2. I understand how an organisation's culture impacts its effectiveness	3.71	3.38	4.5	0.035
LKR	9. I know how to take into account the organisation's values and principles in my work	3.43	3.13	4.5	0.037
MS	10. I know how to follow the actualisation of the objectives	3.73	3.28	7.6	0.007
	Age	2.51	3.28	48.0	0.000
	Number of subordinates	3.14	3.96	8.9	0.003
	Work experience in the social and health care industry	3.47	3.87	12.1	0.001

### **3 Estonian surveys**

In this chapter, the Estonian survey results are presented. The construct of the survey questionnaire differed slightly from the Finnish version, and it included fewer competency statements.

#### **3.1 Methodology of the Estonian surveys**

The study of social and health care manager competencies in Estonia was also conducted with the use of an electronic survey tool – Webropol. A survey using a self-administered questionnaire was sent to 232 managers in the Estonian public health care sector. The study received 91 valid responses and the final response rate was 39%.

The summary of the public sector survey contains results including responses from the following organisations:

1. Lääne-Tallinna keskhaigla
2. Ida-Tallina keskhaigla
3. SA Hoolekandeteenused

For private sector respondents, a survey using a self-administered questionnaire was sent to 24 managers in Estonian private health care organisations which were interested in carrying out the survey. From the private sector, 13 valid responses were received and the final response rate was 54%.

Firstly, the respondents were asked to evaluate their own know-how concerning each competence in the questionnaire: (1) Strongly Disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree, (5) Strongly Agree.

Secondly, the aim of the study was to find out what competencies managers found most important in their work, and the respondents were asked to evaluate the importance of the know-how using the following scale: 1. Unimportant, 2. Of little importance, 3. I don't know, 4. Important, 5. Very important

The questionnaire consisted of 109 specific competencies, which were divided under the following 13 different competence domains;

1. Leadership/Management know-how requirements
2. Social and health care organisations' leadership/management know-how requirements
3. Managing strategy
4. Resource management (financial resource)
5. Managing work communities
6. Communication management
7. Performance management

8. Change management
9. Procurement management (results were later combined with financial resource management)
10. Managing personnel processes
11. Managing data management processes
12. Network management
13. Quality management

The specific competencies were derived in a similar way to the Finnish competence model/survey questionnaire. The specific competency statements were presented in a positive form (e.g. "I can do something..."), which meant that if the respondent felt he or she possesses the skill presented in the competency statement, then he or she could choose to "agree" or "strongly agree" with the positive competency statement and vice versa.

The survey consisted of two parts. In the first part, questionnaires were posted on 29 April 2011 and non-responders were reminded two weeks later. The second part of survey started on 5 May and non-respondents were reminded two weeks later.

### 3.2 Results of the Estonian private sector survey

In this survey result presentation, all data for individual variables were summarised using frequency distributions. The distribution of responses is presented in percentages.

#### 3.2.1 Overview of response distributions

The first table of this Estonian private sector summary presents the results of importance of know-how by domain, in decreasing order.

**Table 26 Importance of the know-how by domains, in decreasing order**

UPDATING TRAINING NEEDS BY DOMAINS IN DECREASING ORDER (per cent of respondents indicating a need for updating training in a domain's competencies, on average)	<u>Know-how important</u> + Very important	<u>Know-how important</u> + I don't know + Very important + I don't know	<u>Know-how not important</u> + of little importance
MANAGING DATA MANAGEMENT PROCESSES	98.5%	98.5%	1.5%
MANAGING WORK COMMUNITIES	87.2%	98.2%	1.8%
CHANGE MANAGEMENT	86.3%	100%	0%
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	85.4%	96.5%	3.5%
COMMUNICATION MANAGEMENT	84.9%	95.5%	4.5%
MANAGING PERSONNEL PROCESSES	81.1%	96.2%	3.8%
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	80.5%	97.3%	2.7%
FINANCIAL RESOURCE MANAGEMENT (incl. procurement management)	80.5%	90.5%	9.5%

PERFORMANCE MANAGEMENT	78.2%	96.4%	3.6%
QUALITY MANAGEMENT	65.3%	88.9%	11.1%
NETWORK MANAGEMENT	60.6%	87.3%	12.7%
MANAGING STRATEGY	57.7%	88.1%	11.9%

All domains were evaluated highly, with eight of them more than 80% (per cent of respondents reporting the importance of know-how). The importance of know-how was less than 70% on average in three management area domains and less than 60% in only one domain – Managing Strategy (57.7%). This demonstrates that all the domains covered by this survey are important for the respondents in their work assignments.

Table 27 Distribution of replies by domains

	Current know-how					Importance of know-how				
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Unimportant	Of little importance	I don't know	Important	Very important
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	3.2%	14.9%	28.0%	45.5%	8.4%	0.7%	2.8%	11.1%	47.6%	37.8%
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	2.5%	6.4%	20.4%	55.4%	15.3%	0.5%	2.2%	16.8%	53.3%	27.2%
MANAGING STRATEGY	9.2%	16.7%	33.3%	37.5%	3.3%	6.4%	5.5%	30.4%	39.4%	18.3%
FINANCIAL RESOURCE MANAGEMENT (incl. procurement management)	7.9%	17.2%	26.6%	35.1%	13.2%	7.5%	2.0%	10.2%	51.7%	28.6%
MANAGING WORK COMMUNITIES	0.0%	7.6%	29.4%	60.5%	2.5%	0.0%	1.8%	11.0%	57.8%	29.4%
COMMUNICATION MANAGEMENT	4.2%	20.8%	25.0%	41.7%	8.3%	4.5%	0.0%	10.6%	65.2%	19.7%
PERFORMANCE MANAGEMENT	3.3%	21.7%	25.0%	50.0%	0.0%	3.6%	0.0%	18.2%	60.0%	18.2%
CHANGE MANAGEMENT	0.0%	5.6%	36.1%	58.3%	0.0%	0.0%	0.0%	13.7%	63.6%	22.7%
MANAGING PERSONNEL PROCESSES	0.0%	11.8%	27.7%	54.2%	6.3%	0.8%	3.0%	15.1%	56.1%	25.0%
MANAGING DATA MANAGEMENT PROCESSES	1.4%	4.1%	6.6%	54.1%	33.8%	0.0%	1.5%	0.0%	55.4%	43.1%
NETWORK MANAGEMENT	9.0%	15.4%	32.0%	38.5%	5.1%	4.2%	8.5%	26.7%	49.3%	11.3%
QUALITY MANAGEMENT	5.1%	39.7%	10.3%	43.6%	1.3%	0.0%	11.1%	23.6%	55.6%	9.7%

The domains that respondents did not manage well according to their own self-assessment, and where most of the respondents reported deficits in their know-how were: (more than 20% choosing strongly disagree or disagree):

Quality management (44.8% chose disagree or strongly disagree), managing strategy (25.9%), financial resource management (25.1%), communication management (25.0%), performance management (25.0%) and network management (24.4%). These results reveal that the potential needs for training are strongest in those domains.

Most of the respondents were in agreement with positive competency statements and current know-how skills are strongest in the following domains: ) Managing data management processes (87.9% chose agree or strongly agree), social and health care organisations leadership/management know-how requirements (70.7%), managing work communities (63.0%) and managing personnel processes (60.5%).

Most of the respondents evaluated highly and felt skills are important in their work assignments in the following domains: Managing data management processes (98.5% chose important or very important), managing work communities (87.2%), change management (86.3%), leadership know-how requirements (85.4%), communication management (84.9%) managing personnel processes (81.1%), social and health care organisations leadership/management know-how requirements (80.5%) and financial resource management (80.5%).

### 3.2.2 Survey results by management domains

In this section the distribution of responses is presented in detail by each management domain and the most significant findings are discussed in the text below each table.

#### 3.2.2.1 Leadership /Management know-how requirements

**Table 28 Leadership /Management know-how requirements**

A. LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I am acquainted with leadership theories and concepts	7.7%	15.4%	23.0%	46.2%	7.7%	8.3%	16.7%	0.0%	58.3%	16.7%
2. I understand how an organisation's culture impacts its effectiveness	0.0%	0.0%	7.7%	61.5%	30.8%	0.0%	8.3%	0.0%	66.7%	25.0%
3. I have good interaction skills	0.0%	8.3%	33.4%	58.3%	0.0%	0.0%	0.0%	16.7%	33.3%	50.0%
4. I can work in a goal-directed way	0.0%	7.7%	7.7%	53.8%	30.8%	0.0%	0.0%	9.0%	45.5%	45.5%
5. I know how to manage entities	7.7%	15.4%	38.4%	38.5%	0.0%	0.0%	0.0%	8.4%	58.3%	33.3%
6. I have good organising skills	0.0%	23.1%	38.4%	30.8%	7.7%	0.0%	0.0%	8.3%	41.7%	50.0%
7. I have good problem-solving skills	0.0%	8.3%	33.4%	50.0%	8.3%	0.0%	0.0%	8.4%	33.3%	58.3%
8. I can handle conflicts	7.7%	0.0%	7.7%	84.6%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%
9. I know how to take into account the organisation's values and principles in my work	7.7%	7.7%	30.7%	46.2%	7.7%	0.0%	8.4%	25.0%	33.3%	33.3%
10. I can accomplish/achieve change in the organisation	0.0%	30.8%	23.0%	38.5%	7.7%	0.0%	0.0%	25.0%	50.0%	25.0%
11. I have good crisis management skills	0.0%	15.4%	69.2%	15.4%	0.0%	0.0%	0.0%	16.7%	75.0%	8.3%
12. I know how to delegate	7.7%	46.2%	23.0%	23.1%	0.0%	0.0%	0.0%	16.6%	41.7%	41.7%

<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	3.2%	14.9%	28.0%	45.5%	8.4%	0.7%	2.8%	11.1%	47.6%	37.8%
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Over half of the respondents (53.9%) participating in the private sector survey agreed or strongly agreed with the positive competency statements regarding their current know-how relating to (general) leadership/management know-how requirements. 18.1% of the respondents reported deficits in their know-how (strongly disagree, disagree).

The respondents reported the following largest deficits in their current know-how: how to delegate (53.9%), accomplish change in the organisation (30.8%), acquaintance with leadership theories and concepts (23.1%), how to manage entities (23.1%), and organising skills (23.1%).

The strongest know-how (more than 80% choosing agree or strongly agree with positive competency statements) was related to the organisation’s cultural impact on its effectiveness (92.3%), working in a goal-directed way (84.6%), and handling conflicts (84.6%).

However, 85.4% of the respondents reported the importance of know-how (important, very important) regarding (general) leadership/management know-how requirements. 3.5% of the respondents reported these competency statements as being unimportant or of little importance. The results show that managers from the private sector evaluate the competencies very highly.

### 3.2.2.2 Social and health care organisations leadership /management know-how requirements

**Table 29 Social and health care organisations leadership /management know-how requirements**

B. SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered social and health care and medical concepts and terminologies	0.0%	16.7%	8.3%	50.0%	25.0%	0.0%	9.1%	9.1%	54.5%	27.3%
2. I stay abreast/up to date with social and health care trends	0.0%	8.3%	0.0%	66.7%	25.0%	0.0%	0.0%	18.2%	72.7%	9.1%
3. I am acquainted with treatment standards and their implications/meaning in my work	0.0%	0.0%	8.4%	58.3%	33.3%	0.0%	0.0%	9.1%	72.7%	18.2%
4. I am able to utilise social and health care research (findings) in my work	0.0%	0.0%	41.7%	50.0%	8.3%	0.0%	0.0%	9.1%	81.8%	9.1%
5. I have mastered the legislation related to social and health care	0.0%	8.3%	25.0%	50.0%	16.7%	0.0%	0.0%	9.0%	45.5%	45.5%
6. I have mastered health care economics theories and applications	16.7%	16.7%	50.0%	16.6%	0.0%	9.1%	0.0%	36.3%	45.5%	9.1%
7. I have mastered the field of accreditation and monitoring agencies and	16.7%	16.7%	33.3%	33.3%	0.0%	0.0%	18.2%	36.3%	36.4%	9.1%



their interrelationships										
8. I am acquainted with funding and payment mechanisms of the health care system	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	9.1%	63.6%	27.3%
9. I have mastered the contractual practices of social and health care (industry)	0.0%	8.3%	16.7%	50.0%	25.0%	0.0%	0.0%	0.0%	63.6%	36.4%
10. I can take into account the professional standards and codes of ethical behaviour in my work	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	10.0%	40.0%	50.0%
11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	0.0%	0.0%	33.4%	58.3%	8.3%	0.0%	0.0%	27.3%	18.2%	54.5%
12. I recognise the risks related to patient safety and I can manage/master them	0.0%	0.0%	8.4%	83.3%	8.3%	0.0%	0.0%	9.0%	45.5%	45.5%
13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	0.0%	0.0%	25.0%	58.3%	16.7%	0.0%	0.0%	18.1%	36.4%	45.5%
14. I know how to organise customer satisfaction measurement and how to analyze the results	0.0%	27.3%	18.2%	45.5%	9.0%	0.0%	10.0%	20.0%	50.0%	20.0%
15. I know how to handle customer claims/reclamations	9.0%	0.0%	45.5%	45.5%	0.0%	0.0%	0.0%	30.0%	60.0%	10.0%
16. I know how to utilise customer feedback in developing new service products	0.0%	8.3%	33.4%	58.3%	0.0%	0.0%	0.0%	27.3%	63.6%	9.1%
17. I know how to solve conflicts between patients and personnel	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	9.1%	54.5%	36.4%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	2.5%	6.4%	20.4%	55.4%	15.3%	0.5%	2.2%	16.8%	53.3%	27.2%

Of the respondents 70.7% agreed or strongly agreed with the positive competency statements regarding competencies in this domain. Deficits in their know-how (disagree, strongly disagree) reported only 8.9% of the respondents, and 20.4% neither agreed nor disagreed with the competency statements.

The strongest current know-how skills (more than 80% choosing agree or strongly agree with positive competency statements) were found in being acquainted with funding and payment mechanisms of the health care system (100%), taking into account the professional standards and codes of ethical behaviour in my work (100%), how to solve conflicts between patients and personnel (100%), staying abreast of social and health care trends (91.7%), being acquainted with treatment standards and their implications in my work (91.6%), and recognising the risks related to patient safety and mastering them (91.6%).

Mastering the field of accreditation and monitoring agencies and their interrelationships (33.4%), health care economics theories and applications (33.4%), and knowing how to organise customer satisfaction measurement and how to analyze the results (27.3%) were areas that respondents did not manage that well according to their own self-assessment.

Four out of five respondents (80.5%) reported the importance of know-how regarding specific management skills in health care organisations, and only 2.7% of the respondents felt that these competency statements were unimportant. The most important area for respondents was the contractual practices of social and health care industry – all respondents answered important or very important (100%).

The next most important areas were being acquainted with treatment standards and their implications/meaning in my work (90.9%), being able to utilise social and health care research (findings) in my work (91%), mastering the legislation related to social and health care (90.9%), being acquainted with funding and payment mechanisms of the health care system (90.9%), taking into account the professional standards and codes of ethical behaviour in my work (90%), recognising the risks related to patient safety and I can manage/master them (91%), and how to solve conflicts between patients and personnel (90.9%).

The importance of know-how was considerably lower in the same areas that respondents did not manage well.

### 3.2.2.3 *Managing strategy*

**Table 30 Managing strategy**

C. MANAGING STRATEGY	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I can collect and analyze data to form the basis of the strategy	16.7%	16.7%	33.3%	33.3%	0.0%	9.1%	0.0%	27.2%	36.4%	27.3%
2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	8.3%	25.0%	33.4%	33.3%	0.0%	0.0%	0.0%	54.5%	9.1%	36.4%
3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	8.3%	16.7%	33.3%	41.7%	0.0%	9.1%	0.0%	18.2%	63.6%	9.1%
4. I know how to define the organisation's mission and objectives	8.3%	8.3%	8.4%	66.7%	8.3%	9.1%	18.2%	9.0%	45.5%	18.2%
5. I know how to evaluate alternative strategies	8.3%	8.3%	66.7%	16.7%	0.0%	9.1%	9.1%	45.4%	27.3%	9.1%
6. I know how to formulate service and product strategy	16.7%	41.7%	33.3%	8.3%	0.0%	10.0%	10.0%	50.0%	30.0%	0.0%
7. I know how to formulate competitor strategy	16.7%	25.0%	41.6%	16.7%	0.0%	9.1%	9.1%	54.5%	27.3%	0.0%

8. I know how to concretise strategy into practical objectives	8.3%	16.7%	33.3%	41.7%	0.0%	9.1%	9.1%	18.2%	54.5%	9.1%
9. I know how to communicate the objectives inside the organisation and ensure their actualisation	0.0%	0.0%	16.6%	66.7%	16.7%	0.0%	0.0%	9.1%	54.5%	36.4%
10. I know how to follow the actualising of the objectives	0.0%	8.3%	33.4%	50.0%	8.3%	0.0%	0.0%	18.1%	45.5%	36.4%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	9.2%	16.7%	33.3%	37.5%	3.3%	6.4%	5.5%	30.4%	39.4%	18.3%

The results regarding the domain managing strategy indicated some vagueness. About one-third of the respondents neither agreed nor disagreed with the statements regarding their own know-how in the competencies related to managing strategy. Most of them (40.8%) agreed or strongly agreed with the positive competency statements, but on the other hand 25.9% either disagreed or strongly disagreed with the statements.

The strongest current know-how skills (more than 50% choosing agree or strongly agree with positive competency statements) were found in how to communicate the objectives inside the organisation and ensure their actualisation (83.4%), how to define the organisation's mission and objectives (75%), and how to follow the actualising of objectives (58.3%).

The largest deficits were found in the formulation of service and product strategy (58.4%) and formulation of competitor strategy (41.7%).

Many of the respondents (57.7%) reported the importance of know-how regarding managing strategy, and only 11.9% of them regarded these competency statements as unimportant. The most important areas for respondents were how to communicate the objectives inside the organisation and ensure their actualisation (90.9%), how to follow the actualising of the objectives (81.9%), and how to use strategic tools (e.g. SWOT analysis, competitor analysis) (72.7%).

### 3.2.2.4 Financial resource management

**Table 31 Financial resource management**

D. FINANCIAL RESOURCE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the methods of budgeting and financial planning	8.3%	25.0%	16.7%	33.3%	16.7%	0.0%	0.0%	0.0%	36.4%	63.6%
2. I have mastered the methods of cost accounting and pricing	16.7%	25.0%	25.0%	16.6%	16.7%	0.0%	9.1%	9.1%	27.3%	54.5%
3. I know how to interpret the organisation's key financial ratios and reports	16.7%	0.0%	8.3%	58.3%	16.7%	0.0%	0.0%	9.0%	45.5%	45.5%

(e.g. utilisation rate, profit and loss statement)										
4. I know how to measure and monitor financial results with respect to objectives	8.3%	8.3%	33.4%	41.7%	8.3%	0.0%	0.0%	18.1%	36.4%	45.5%
5. I have mastered the basics of financial management and auditing	16.7%	25.0%	33.3%	25.0%	0.0%	0.0%	9.1%	18.2%	54.5%	18.2%
6. I know how to assess the need for equipment investments and their effects on the organisation's finances	0.0%	0.0%	8.3%	75.0%	16.7%	0.0%	9.0%	0.0%	45.5%	45.5%
7. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	8.3%	8.3%	25.0%	41.7%	16.7%	0.0%	0.0%	10.0%	80.0%	10.0%
8. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	0.0%	0.0%	33.3%	50.0%	16.7%	0.0%	0.0%	0.0%	81.8%	18.2%
9. I have mastered the planning of goods and service procurement	18.2%	18.2%	36.3%	9.1%	18.2%	16.7%	0.0%	0.0%	66.6%	16.7%
10. I know how to write/draw up a call for tenders/bids	9.1%	45.5%	18.1%	18.2%	9.1%	25.0%	0.0%	25.0%	41.7%	8.3%
11. I know how to compare tenders and how to choose the most suitable supplier	0.0%	36.4%	18.1%	27.3%	18.2%	16.7%	0.0%	8.3%	50.0%	25.0%
12. I know how to manage supplier contracts	0.0%	18.2%	36.3%	36.4%	9.1%	16.7%	0.0%	16.7%	58.3%	8.3%
13. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	0.0%	18.2%	54.5%	18.2%	9.1%	16.7%	0.0%	16.6%	50.0%	16.7%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	7.9%	17.2%	26.6%	35.1%	13.2%	7.5%	2.0%	10.2%	51.7%	28.6%

Regarding competencies in the domain of financial resource management, 48.3% of the respondents agreed or strongly agreed with the positive competency statements, 25.1% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 26.6% neither agreed nor disagreed with the competency statements.

The strongest know-how (more than 60% choosing agree or strongly agree with positive competency statements) were found in the assessing the need for equipment investments and their effects on the organisation's finances (91.7%), interpreting the organisation's key financial ratios and reports (75.0%), and assessing the pros and cons of outsourcing with respect to the organisation's own service production (66.7%).

The largest deficits (more than 50% choosing either disagree or strongly disagree) were found in drawing up a call for tenders (54.6%), mastering the basics of financial management and auditing (41.7%), and mastering the methods of cost accounting and pricing (41.7%).

The majority of respondents (80.3%) reported financial competencies are important or very important and 10.2% did not know. 9.5% of the respondents did not evaluate this area highly. The most important areas for all respondents were mastering the methods of budgeting and financial planning and assessing the pros and cons of outsourcing with respect to the organisation's own service production (100%). The next most important areas were: interpreting the organisation's key financial ratios and reports (91%), assessing the need for equipment investments and their effects on the organisation's finances (91%), and assessing the need for a property's repair and maintenance and their effects the organisation's finances (90%). Generally, this area was quite relevant for respondents.

### 3.2.2.5 Managing work communities

**Table 32 Managing work communities**

D. MANAGING WORK COMMUNITIES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to commit a work community to the organisation's objectives and procedures	0.0%	0.0%	8.3%	91.7%	0.0%	0.0%	0.0%	18.2%	27.3%	54.5%
2. I know how to build teams	0.0%	8.3%	25.0%	66.7%	0.0%	0.0%	9.1%	9.1%	36.3%	45.5%
3. I know how to develop/improve the wellness of the work community	0.0%	0.0%	8.3%	91.7%	0.0%	0.0%	0.0%	9.1%	72.7%	18.2%
4. I know how to manage multiprofessional teams	0.0%	27.3%	27.2%	45.5%	0.0%	0.0%	0.0%	9.1%	81.8%	9.1%
5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	0.0%	8.3%	50.0%	41.7%	0.0%	0.0%	0.0%	10.0%	70.0%	20.0%
6. I know how to create a supportive atmosphere within the work community	0.0%	0.0%	33.3%	58.3%	8.4%	0.0%	9.1%	9.1%	54.5%	27.3%
7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	0.0%	0.0%	66.7%	25.0%	8.3%	0.0%	0.0%	27.3%	45.4%	27.3%
8. I know how to give constructive feedback to employees/personnel	0.0%	8.3%	41.7%	50.0%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
9. I know how to utilise employee feedback in developing the work community	0.0%	8.3%	0.0%	83.3%	8.4%	0.0%	0.0%	0.0%	72.7%	27.3%
10. I know how to reconcile internal conflicts in the work community	0.0%	16.7%	33.3%	50.0%	0.0%	0.0%	0.0%	0.0%	54.5%	45.5%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	7.6%	29.4%	60.5%	2.5%	0.0%	1.8%	11.0%	57.8%	29.4%

In work community management, 63% of the respondents reported good skills (choosing either agree or strongly agree) and 7.6% of the respondents reported low skills (choosing either disagree or strongly disagree).

The most well-managed skills were found in how to commit a work community to the organisation’s objectives and procedures (91.7%), how to develop the wellness of the work community (91.7%), and how to utilise employee feedback in developing the work community (91.7%).

The deficits were found in how to manage multiprofessional teams (27.3%) and how to reconcile internal conflicts in the work community (16.7%), although many reported good know-how in these skills as well.

The skills were evaluated very highly by respondents – 87.2% reported these skills as important or very important, and only 1.8% did not evaluate this area highly.

### 3.2.2.6 Communication management

**Table 33 Communication management**

E. COMMUNICATION MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to formulate internal communication strategy (what is communicated and by which channels)	0.0%	0.0%	16.7%	66.6%	16.7%	0.0%	0.0%	0.0%	54.5%	45.5%
2. I know how to plan the implementation and resources of internal communication strategy	0.0%	16.7%	33.3%	50.0%	0.0%	9.1%	0.0%	0.0%	72.7%	18.2%
3. I can produce written communication material (e.g. meeting memos, reports, communication design)	0.0%	33.3%	25.0%	33.3%	8.4%	9.1%	0.0%	18.2%	72.7%	0.0%
4. I have good oral communication and presentation skills	25.0%	8.3%	16.7%	25.0%	25.0%	9.1%	0.0%	9.1%	72.7%	9.1%
5. I have good negotiation skills	0.0%	33.3%	33.3%	33.4%	0.0%	0.0%	0.0%	18.2%	54.5%	27.3%
6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	0.0%	33.3%	25.0%	41.7%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	4.2%	20.8%	25.0%	41.7%	8.3%	4.5%	0.0%	10.6%	65.2%	19.7%

Half of the respondents (50%) reported good or very good skills in communication management, 25% neither agree nor disagree, and 25% reported deficits in their know-how (strongly disagree, disagree).

The strongest know-how among the respondents (more than 60% choosing agree or strongly agree with positive competency statements) was in formulating internal communication strategy (83.3%).

The largest know-how deficits were in skills related to the production of written communication material, good oral communication and presentation skills, good negotiation skills and good meeting skills (33.3% of the respondents indicating deficits in each of these competencies).

Most of the respondents (84.9%) agreed that the skills in this area are important or very important at their work, and 4.5% of the respondents regarded these competency statements as unimportant. The most important area for respondents (all respondents were agreed) were formulating internal communication strategy (what is communicated and by which channels). Next, planning the implementation and resources of internal communication strategy (90.9%) was also highly valued by respondents.

### 3.2.2.7 Performance management

**Table 34 Performance management**

F. PERFORMANCE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	16.7%	16.7%	16.6%	50.0%	0.0%	9.0%	0.0%	27.3%	45.5%	18.2%
2. I know how to set objectives at the team and individual level	0.0%	41.7%	16.6%	41.7%	0.0%	9.1%	0.0%	27.3%	54.5%	9.1%
3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	0.0%	16.7%	16.6%	66.7%	0.0%	0.0%	0.0%	9.1%	63.6%	27.3%
4. I know how to monitor and challenge the realisation of objectives at the team and individual level	0.0%	16.7%	33.3%	50.0%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
5. I know how to give performance feedback at the team and individual level	0.0%	16.6%	41.7%	41.7%	0.0%	0.0%	0.0%	9.1%	72.7%	18.2%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	3.3%	21.7%	25.0%	50.0%	0.0%	3.6%	0.0%	18.2%	60.0%	18.2%

The respondents' self-assessed know-how in performance management was similar to the previous domain. Half of the respondents (50%) reported good skills, 25% of the respondents reported deficits in their know-how (disagree), and 25% neither agreed nor disagreed with the competency statements. The most well-managed skill (more than 60% choosing agree or strongly agree with positive competency statements) was being acquainted with performance measures/metrics (66.7%). The largest know-how deficits were found in the skills related to the setting of objectives at the team and individual level (41.7%), and familiarising personnel with the organisation's mission, strategic objectives and values (33.4%).

Again, the majority, 78.2%, of the respondents reported the importance of know-how regarding performance management, and only 3.6% of the respondents regarded these competency statements as being unimportant. The competencies in this domain are quite relevant for respondents in their work assignments, but at the same time there appeared to be rather high deficiencies.

### 3.2.2.8 Change management

Table 35 Change management

G. CHANGE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to notice and determine the need for change	0.0%	0.0%	8.3%	91.7%	0.0%	0.0%	0.0%	0.0%	63.6%	36.4%
2. I know how to determine objectives for the change	0.0%	0.0%	41.7%	58.3%	0.0%	0.0%	0.0%	9.1%	63.6%	27.3%
3. I know how to argue/rationalise/justify the need for change to the personnel	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	0.0%	0.0%	58.3%	41.7%	0.0%	0.0%	0.0%	18.2%	54.5%	27.3%
5. I know how to manage change operations/actions and support personnel during changes	0.0%	16.7%	33.3%	50.0%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
6. I know how to monitor and evaluate the implementation of the change	0.0%	16.7%	41.6%	41.7%	0.0%	0.0%	0.0%	18.2%	72.7%	9.1%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	5.6%	36.1%	58.3%	0.0%	0.0%	0.0%	13.7%	63.6%	22.7%

In the domain of change management, 58.3% of the respondents had self-assessed their skills good, 36.1% neither agreed nor disagreed with the competency statements, and 5.6% disagreed with the positive competency statements.



The strongest current know-how skills (more than 60% choosing agree or strongly agree with positive competency statements) were found in how to notice and determine the need for change (91.7%) and how to argue/rationalise/justify the need for change to the personnel (66.7%).

The largest know-how deficits were found in the skills related to managing change operations/actions and supporting personnel during changes (16.7%) and monitoring and evaluating the implementation of the change (16.7%). Most of the respondents (86.3%) evaluated the competencies highly in this domain and no one (0%) reported these skills as not important.

### 3.2.2.9 *Managing personnel processes*

**Table 36 Managing personnel processes**

H. MANAGING PERSONNEL PROCESSES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the labour code and regulations	0.0%	25.0%	33.4%	33.3%	8.3%	0.0%	0.0%	0.0%	63.6%	36.4%
2. I have mastered work safety and occupational health issues	0.0%	25.0%	16.7%	50.0%	8.3%	0.0%	9.1%	9.1%	54.5%	27.3%
3. I know how to determine employee job descriptions	0.0%	8.3%	25.0%	58.4%	8.3%	0.0%	9.1%	27.2%	45.5%	18.2%
4. I know how to create work plans	0.0%	16.7%	25.0%	50.0%	8.3%	0.0%	9.1%	36.3%	45.5%	9.1%
5. I know how to recruit and select new employees	0.0%	0.0%	33.3%	50.0%	16.7%	9.1%	0.0%	0.0%	54.5%	36.4%
6. I know how to organise new employees introduction	0.0%	8.3%	8.3%	66.7%	16.7%	0.0%	9.1%	0.0%	81.8%	9.1%
7. I know how to motivate and indent employees	0.0%	25.0%	41.7%	33.3%	0.0%	0.0%	0.0%	18.2%	54.5%	27.3%
8. I know how to monitor employee performance and how to organise supervision of work	0.0%	16.7%	16.6%	66.7%	0.0%	0.0%	0.0%	18.1%	45.5%	36.4%
9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	0.0%	8.3%	25.0%	58.4%	8.3%	0.0%	0.0%	9.0%	45.5%	45.5%
10. I have mastered employee satisfaction measurement and improvement techniques and procedures	0.0%	8.3%	58.4%	33.3%	0.0%	0.0%	0.0%	27.3%	63.6%	9.1%
11. I know how to determine employees' training needs	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	18.2%	63.6%	18.2%
12. I know how to apply employee's knowledge and experiences	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	18.2%	54.5%	27.3%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	11.8%	27.7%	54.2%	6.3%	0.8%	3.0%	15.1%	56.1%	25.0%

Personnel processes were well-managed: 60.5% of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, and 11.8% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 27.7% neither agreed nor disagreed with the competency statements.

The most well-managed skills among the respondents (more than 70% choosing agree or strongly agree with positive competency statements) were the following competencies: know how to organise new employees' introduction (83.4%), how to determine employees' training needs (75%), and how to apply employee's knowledge and experiences (75%).

The largest know-how deficit was in mastering labour code and regulations (25%), mastering work safety and occupational health issues (25%), and motivating and indenting employees (25%).

Over four out of five (81.1%) of the respondents reported the high importance of know-how regarding managing personnel processes, and only 3.8% of the respondents reported these competency statements as being unimportant.

### 3.2.2.10 *Managing data management processes*

**Table 37 Managing data management processes**

H. MANAGING DATA MANAGEMENT PROCESSES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the possibilities to utilise information technology in the organisation	7.7%	0.0%	7.7%	69.2%	15.4%	0.0%	0.0%	0.0%	81.8%	18.2%
2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	0.0%	7.7%	7.7%	61.5%	23.1%	0.0%	0.0%	0.0%	80.0%	20.0%
3. I have mastered the characteristics of the clinical information systems and software	0.0%	0.0%	8.4%	58.3%	33.3%	0.0%	0.0%	0.0%	63.6%	36.4%
4. I know how to ensure that staff have the requisites to use information systems	0.0%	16.7%	0.0%	58.3%	25.0%	0.0%	0.0%	0.0%	54.5%	45.5%
5. I have mastered the information confidentiality and security requirements	0.0%	0.0%	0.0%	41.7%	58.3%	0.0%	0.0%	0.0%	27.3%	72.7%
6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	0.0%	0.0%	16.7%	33.3%	50.0%	0.0%	9.1%	0.0%	27.3%	63.6%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	1.4%	4.1%	6.6%	54.1%	33.8%	0.0%	1.5%	0.0%	55.4%	43.1%

The results reveal that the present skills in data management process are very good, 87.9% of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain. 5.5% reported deficits in their current skills related to managing data management processes and 6.6% neither agreed nor disagreed with the competency statements.

The strongest current skills (more than 90% choosing agree or strongly agree with positive competency statements) of the respondents were found in mastering the information confidentiality and security requirements (100%), and mastering the characteristics of the clinical information systems and software (91.6%).

The most tenuous competency was ensuring that the staff have the requisites to use information systems (16.7%).

The competencies in this domain are also important or very important for the respondents work assignments – 98.5% of the respondents reported the importance of know-how regarding data management processes and only 1.5% of the respondents reported these competency statements as unimportant. Almost all skills in this domain were evaluated 100%, all respondents choosing important or very important.

### 3.2.2.11 Network management

**Table 38 Network management**

I. NETWORK MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	0.0%	7.7%	30.7%	38.5%	23.1%	0.0%	9.1%	36.3%	27.3%	27.3%
2. I know how to build trust and cooperation with the organisation's interest groups	0.0%	7.7%	30.8%	53.8%	7.7%	0.0%	8.3%	25.0%	50.0%	16.7%
3. I know how to manage networks of experts	23.1%	15.4%	30.7%	30.8%	0.0%	16.7%	8.3%	25.0%	50.0%	0.0%
4. I know how to network with professional colleagues	0.0%	0.0%	53.8%	46.2%	0.0%	0.0%	0.0%	25.0%	58.3%	16.7%
5. I know how to utilise networks in developing the organisation's activities	7.7%	15.4%	46.1%	30.8%	0.0%	0.0%	8.3%	33.4%	58.3%	0.0%
6. I know how to network with international actors	23.1%	46.2%	0.0%	30.7%	0.0%	8.3%	16.7%	16.7%	50.0%	8.3%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	9.0%	15.4%	32.0%	38.5%	5.1%	4.2%	8.5%	26.7%	49.3%	11.3%

In the network management domain, only 43.6% of the respondents reported good or very good skills, 24.4% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 32% neither agree or disagree.

The strongest current know-how skills (more than 60% choosing agree or strongly agree with positive competency statements) were found in identifying the organisation’s interest groups and their needs (e.g. the patients’ relatives) (61.6%) and how to build trust and cooperation with the organisation’s interest groups (61.5%).

The largest deficit (more than 30% choosing either disagree or strongly disagree) was found in networking with international actors (69.3%) and managing networks of experts (38.5%). The mentioned areas (skills) also had the lowest importance for respondents: 58.3% and 50% of the respondents chose important or very important, respectively. The respondents evaluated the domain as important, but not especially highly – 60.6% reported the high importance of know-how and 26.7% did not know.

### 3.2.2.12 Quality management

**Table 39** Quality management

J. QUALITY MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the quality improvement theories and frameworks	0.0%	61.5%	7.7%	30.8%	0.0%	0.0%	8.3%	25.0%	58.4%	8.3%
2. I know how to determine the organisation's quality objectives	0.0%	30.8%	23.0%	46.2%	0.0%	0.0%	8.3%	33.3%	41.7%	16.7%
3. I know how to plan the quality system for the organisation	0.0%	30.8%	15.3%	46.2%	7.7%	0.0%	8.3%	16.7%	66.7%	8.3%
4. I have mastered the principles of quality training and certification	15.4%	38.5%	7.6%	38.5%	0.0%	0.0%	16.7%	16.7%	58.3%	8.3%
5. I have mastered the requirements and principles of certification of the organisation's systems and activities	7.7%	46.2%	0.0%	46.1%	0.0%	0.0%	16.7%	25.0%	50.0%	8.3%
6. I have mastered the metrics of the quality measurement	7.7%	30.8%	7.7%	53.8%	0.0%	0.0%	8.3%	25.0%	58.4%	8.3%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	5.1%	39.7%	10.3%	43.6%	1.3%	0.0%	11.1%	23.6%	55.6%	9.7%

In quality management, good skills were reported by only 44.9% of the respondents. 44.8% of the respondents reported deficits in their know-how (strongly disagree, disagree) and 10.3% neither agreed nor disagreed with the competency statements.

The most well-managed areas (more than 50% choosing agree or strongly agree with positive competency statements) were planning the quality system for the organisation (53.9%) and mastering the metrics of the quality measurement (53.8%).

The largest deficits were found in mastering the quality improvement theories and frameworks (61.5%), mastering the principles of quality training and certification (53.9%), and mastering the requirements and principles of certification of the organisation’s systems and activities (53.9%). Considering the large deficits, training needs in this domain are very strong.

The importance of quality management skills was evaluated to be high in their work assignments by 65.3% of the respondents and 11.1% of the respondents reported these competency statements as being unimportant. The most important area for respondents was how to plan the quality system for the organisation (75%).

### 3.2.3 Background questions

The survey questionnaire also included some background questions for the Estonian private sector health care managers. Respondents were asked to provide information about their age, sex, number of subordinates, work experience in the social and health care industry, their managerial profile, their practice as a doctor or nurse, and the size and type of the organisation.

#### 3.2.3.1 Respondent’s age

Each of the respondents was asked to provide their age in one of four age ranges: (1) Under 25, (2) 26-39, (3) 40-55, and (4) Over 55.

Most of the Estonian private sector respondents were between 40 and 55 years old.

**Table 40 Respondents’ age**

Under 25	26-39	40-55	Over 55
0%	38.5%	61.5%	0%

#### 3.2.3.2 Sex

Each of the private sector respondents was asked their sex. Most of the Estonian private sector respondents (84.6%) were female.

**Table 41 Respondents’ sex**

Male	Female
15.4%	84.6%

### 3.2.3.3 *Work experience in social and health care industry*

Each of the respondents was also asked to provide information about their work experience in the social and health care industry. . There were 3 options: (1) 1-3 years, (2) 4-9 years, and (3) Over 10 years.

Most of the Estonian private sector respondents (46.2%) had a relatively lengthy work experience in the field, more than 10 years, which is in line with the respondents' ages.

**Table 42 Work experience in social and health care industry**

1-3 years	4-9 years	Over 10 years
30.7%	23.1%	46.2%

### 3.2.3.4 *Number of subordinates*

Each of the respondents was asked to provide the number of subordinates they have in the organisation. Scale consisted of 4 different options: 1. 1-5 subordinates, 2. 6-10 subordinates, 3. 10-20 subordinates, and 5. More than 20 subordinates.

Most of the Estonian private sector respondents had 1-5 subordinates (46.1%).

**Table 43 Number of subordinates**

1-5 subordinates	6-10 subordinates	10-20 subordinates	More than 20 subordinates
46.1%	15.4%	7.7%	30.78%

### 3.2.3.5 *Current management profile*

Each of the respondents was asked to provide their current management profile. Scale consisted of 3 different options: 1. Treatment, diagnostics, 2. Nursing, 3. Administrative or financial management.

Most of the Estonian private sector respondent's current management profile was medical (77%).

**Table 44 Management profile**

Medical	Nursing	Administrative or financial
77 %	0%	23 %

### 3.2.3.6 *Current practical work*

Each of the respondents was asked to provide information about their current practice. There were three choices: (1) Doctor, (2) Nurse, (3) No.

Most of the Estonian respondents (77%) were practicing currently as a doctor additionally their managerial work.

**Table 45 Practicing as a doctor or nurse**

Doctor	Nurse	No
77%	0%	23%

**3.2.3.7 Size of the organisation**

Each of the respondents was asked to provide the number of employees work in their organisation. The scale consisted of 5 different options: (1) Less than 25 employees, (2) between 26-100, (3) 101-500, (4) 501-1000, (5) More than 1,000.

Most of the Estonian private sector respondents (75%) were working in small organisations with less than 25 employees.

**Table 46 Number of employees**

Less than 25	26-100	101-500	501-1,000	More than 1,000
75%	8.3%	16.7%	0%	0%

**3.2.3.8 Type of organisation**

Finally, each of the respondents was asked to provide information about their organisation type with scale consisted of two different options: (1) Health service organisation, (2) Social care organisation.

All Estonian private sector respondents were from health service organisations.

**Table 47 Organisation type**

Health service organisation	Social care organisation
100%	0%

**3.3 Summary of the Estonian private sector survey**

The respondents of the Estonian private sector survey generally rated their current know-how quite highly across the management areas, and they considered the skills relatively important in nearly all competencies (Appendix O). However, there appeared several deficits across the competencies, indicating a need for updating training as well (Appendix P).

Managers rated their current skills best in the competencies related to managing data management processes, social and health care organisations leadership/management know-how requirements, managing work communities, and managing personnel processes.

At the same time, the largest deficits were expressed in the competencies related to quality management, managing strategy, financial resource management, communication management, performance management and network management.

The current strongest skills correlate almost fully with the most important know-how. The strongest domains are also the most important domains. Thus, the current know-how is good or very good in the most important domains among the respondents. There are still two exceptions, financial resource management and communication management, which are very important domains, but the current skills are not very high.

One interesting case is also good to point out regarding the replies in the current know-how of the managers. There were relatively many respondents who chose the alternatives in the middle of the scale (agree – neither – disagree) instead of the extreme alternatives (strongly disagree vs. strongly agree). This suggests that they lack confidence in their ability, either because they do not possess the requisite management skills or because they lack self confidence. Respondents chose the options in the middle of the scales especially in the competencies related to change management, managing strategy, network management and managing work communities. Respondents were most confident assessing their current know-how in managing data management processes and quality management.

It is important to notice that the ranking of these competencies by managers was subjective and based on a self-assessment that was not externally validated by their own managers or external audits.

Overall, the respondents' current know-how was good and correlated with the importance of know-how, but still some specific competencies and important trends could still be highlighted.

In general leadership know-how requirements appeared some contrasts. 85.4% of the respondents reported the importance of know-how and above half of the respondents reported good or very good skills. On the other hand, respondents reported deficits in the skills how to delegate (53.9%), accomplish change in the organisation (30.8%), acquaintance with leadership theories and concepts (23.1%), how to manage entities (23.1%) and organising skills (23.1%). Thus, the results show that managers from private sector evaluate the competencies very highly, but still contain some deficits.

In the social and health care organisations leadership know-how requirements respondents reported deficits related to mastering the field of accreditation and monitoring agencies and their interrelationships (33.4%), health care economics theories and applications (33.4%) and know how to organise customer satisfaction measurement and how to analyze the results (27.3%). 80.5% of the respondents reported the importance of know-how regarding specific management skills in health care organisations and only 2.7% of the respondents regarded these competency statements as unimportant. The most important area for respondents was the contractual practices of social and health care industry - all respondents answered important or very important (100%). 70.7% of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, and 8.9% of the respondents



reported deficits in their know-how. This domain was evaluated very highly and also managed well.

In the strategy management respondents indicated several deficits across the competencies. The results regarding the domain indicated also some vagueness: about third of the respondents neither agreed nor disagreed with the statements. The largest deficits were found in the formulation of service and product strategy (58.4%) and formulation of competitor strategy (41.7%). The strongest current know-how skills were found in how to communicate the objectives inside the organisation and ensure their actualisation (83.4%), how to define the organisation's mission and objectives (75%) and how to follow the actualising of the objectives (58.3%). 57.7% of the respondents reported the importance of know-how regarding managing strategy and only 11.9% of the respondents regarded these competency statements as unimportant.

In financial resource management, 48.3% of the respondents agreed or strongly agreed with the positive competence statements in this domain, but there was relatively strong deficits among the respondents. The largest deficits were found in drawing up a call for tenders (54.6%), mastering the basics of financial management and auditing (41.7%) and mastering of methods of cost accounting and pricing (41.7%). 80.3% of respondent reported financial competencies are important or very important and 10.2% did not know. This domain was not managed well and at the same time relevant for respondents.

In managing work communities the respondents reported quite good skills (63%). The most well-managed skills were how to commit a work community into the organisation's objectives and procedures (91.7%), how to develop the wellness of the work community (91.7%) and how to utilise employee feedback in developing the work community (91.7%). The skills were evaluated very highly by respondents – 87.2% reported these skills important or very important

In the performance management 50% of the respondents reported good skills. The largest know-how deficits were found in the skills related to the setting objectives at the team and individual level (41.7%) and familiarise personnel with the organisation's mission, strategic objectives and values (33.4%). 78.2% of the respondents reported the importance of know-how regarding performance management The competencies in this domain are quite relevant for respondents in their work assignments, but simultaneously there appeared rather high deficiency.

In the change management 58.3% of the respondents had self-assessed their skills good, 36.1% neither agreed nor disagreed with the competency statements. The strongest current know-how skills were found in how to notice and determine the need for change (91.7%). 86.3% of the respondents evaluated the competencies highly in this domain and no-one (0%) reported these skills are not important.

In managing personnel processes the 60.5% of the respondents reported good or very good skills. Especially well-managed skill was how to organise new employees' introduction (83.4%). The largest know-how deficit was in mastering labour code and regulations (25%), master work safety and occupational health issues (25%) and motivating and indenting employees (25%). 81.1% of the respondents reported the high importance of know-how regarding managing personnel processes.

In the data management process the respondents reported best skills (87.9%). The strongest current skills of the respondents were found in mastering the information confidentiality and security requirements (100%) and mastering the characteristics of the clinical information systems and software (91.6%). The most tenuous competency was ensuring that the staff have the requisites to use information systems (16.7%). The competencies in this domain are also very relevant for respondents work assignments – 98.5% of the respondents reported the high importance of know-how.

Network management was not managed well or known well by the respondents, as only 43.6% of the respondents reported good skills. The strongest current know-how skills were found in identifying the organisation's interest groups and their needs (61.6%) and how to build trust and cooperation with the organisation's interest groups (61.5%). The largest deficits were found in networking with international actors (69.3%) and managing networks of experts (38.5%). The importance of know-how was not high – 60.6% reported the high importance of know-how in this domain.

In quality management, there were the strongest deficits among the respondents in all competencies surveyed. 44.9% of the respondents reported good skills, and 44.8% of the respondents reported deficits in their know-how. The largest deficits were found in mastering the quality improvement theories and frameworks (61.5%), mastering the principles of quality training and certification (53.9%), and mastering the requirements and principles of certification of the organisation's systems and activities (53.9%). 65.3% of the respondents evaluated the importance of quality management skills highly in their work assignments.

### **3.4 Results of the Estonian public sector survey**

In this survey result presentation, all data for individual variables was summarised using frequency distributions. The distribution of responses is presented in percentages.

#### **3.4.1 Overview of response distributions**

The first table of this Estonian summary presents the results of the importance of the know-how by domain in decreasing order.

**Table 48 Importance of the know-how by domain in decreasing order**

UPDATING TRAINING NEEDS BY DOMAIN IN DECREASING ORDER (per cent of respondents indicating a need for updating training in domain competencies on average)	Know-how important= Important + Very important	Know-how important + I don't know= Important + Very important + I don't know	Know-how not important= Unimportant + of little importance
MANAGING DATA MANAGEMENT PROCESSES	93.7%	98.0%	2.0%
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	93.1%	97.8%	2.2%
PERFORMANCE MANAGEMENT	93.0%	99.1%	0.9%
CHANGE MANAGEMENT	92.8%	98.5%	1.5%
MANAGING WORK COMMUNITIES	91.8%	98.4%	1.6%
MANAGING PERSONNEL PROCESSES	90.7%	96.8%	3.2%
COMMUNICATION MANAGEMENT	90.3%	97.8%	2.2%
MANAGING STRATEGY	82.4%	96.5%	3.5%
SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	81.8%	94.7%	5.3%
NETWORK MANAGEMENT	76.7%	97.0%	3.0%
QUALITY MANAGEMENT	71.7%	93.7%	6.3%
FINANCIAL RESOURCE MANAGEMENT (including procurement management)	61.7%	87.4%	12.6%

As can be seen from the table, all domains were evaluated highly and five of them have figures of more than 90% (per cent respondents reporting the importance of the know-how). The importance of the know-how was less than 70% on average in only one management area domain – financial resource management (61.7%). This demonstrates that all the domains covered in this survey are important for respondents in their work assignments.

**Table 49 Distribution of responses by domains**

	Current know-how					Importance of know-how				
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Unimportant	Of little importance	I don't know	Important	Very important
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	0.1%	5.0%	23.5%	56.5%	14.9%	0.7%	1.5%	4.7%	38.4%	54.7%
SOCIAL AND HEALTH CARE ORGANISATIONS' LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	3.5%	10.3%	24.9%	45.4%	15.9%	2.4%	3.0%	12.9%	36.1%	45.7%
MANAGING STRATEGY	2.7%	11.4%	32.1%	42.2%	11.5%	1.5%	2.0%	14.1%	43.9%	38.5%
FINANCIAL RESOURCE MANAGEMENT (including procurement management)	20.5%	25.0%	27.2%	21.1%	6.1%	5.2%	7.4%	25.7%	35.1%	26.6%
MANAGING WORK COMMUNITIES	0.1%	3.4%	20.5%	57.9%	18.0%	1.2%	0.3%	6.6%	33.6%	58.2%
COMMUNICATION MANAGEMENT	0.7%	8.8%	27.0%	49.2%	14.3%	1.1%	1.1%	7.5%	35.7%	54.6%
PERFORMANCE MANAGEMENT	0.0%	3.8%	15.5%	58.4%	22.2%	0.0%	0.9%	6.1%	35.9%	57.1%
CHANGE MANAGEMENT	0.0%	3.1%	18.5%	60.1%	18.3%	0.6%	0.9%	5.7%	36.5%	56.3%
MANAGING PERSONNEL	0.9%	5.3%	18.8%	55.0%	20.0%	1.1%	2.1%	6.1%	37.8%	52.9%

PROCESSES										
MANAGING DATA										
MANAGEMENT PROCESSES	2.4%	5.9%	15.5%	46.8%	29.4%	1.7%	0.4%	4.3%	34.5%	59.2%
NETWORK MANAGEMENT	4.1%	17.9%	36.1%	31.8%	10.2%	1.5%	1.5%	20.4%	41.5%	35.2%
QUALITY MANAGEMENT	12.2%	28.9%	36.7%	19.0%	3.3%	3.5%	2.8%	21.9%	45.9%	25.8%

The domains that respondents did not manage well according to their own self-assessment and in which most of the respondents reported deficits in their know-how (more than 20% choosing strongly disagree or disagree) were Financial resource management (45.5% of respondents chose strongly disagree or disagree), quality management (41.1%) and network management (21.9%). These results reveal that the potential needs for training are strongest in these domains.

The domains that most of the respondents agreed with positive competency statements and current know-how skills most strongly were (more than 70% choosing agree or strongly agree): Performance management (80.6% chose agree or strongly agree), change management (78.4%), managing data management processes (76.2%), managing work communities (76%), managing personnel processes (74.9%) and leadership know-how requirements (71.4%).

The domains where most of the respondents evaluated their skills highly and which over 90% of respondents considered either important or very important in their work assignments were: Managing data management processes (93.7%), leadership know-how requirements (93.1%), performance management (93%), change management (92.9%), managing work communities (91.9%), managing personnel processes (90.7%) and communication management (90.3%).

The strongest and most important domains are nearly the same. Therefore, the respondents' skills are strong in the most important domains according to their own self-assessment. According to interviews with senior managers, the following fields and skills are most important: communication management, financial management, managing work communities, change management and network management. The vision of senior and middle managers is not identical regarding important skills, as senior managers pointed out business matters and financial skills beside other topics.

The training needs by the interviews of senior managers included communication management, financing management, network management, strategic management, leadership know-how requirements.

### 3.4.2 Survey results by management domains

In this section the distribution of replies are presented in detail by each management domain and the most significant findings are discussed in the text below each table.

### 3.4.2.1 Leadership /Management know-how requirements

**Table 50 Leadership /Management know-how requirements**

A. LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I am acquainted with leadership theories and concepts	1.1%	7.9%	37.1%	51.7%	2.2%	0.0%	4.5%	9.0%	43.8%	42.7%
2. I understand how the organisation's culture impacts its effectiveness	0.0%	1.1%	12.2%	53.3%	33.3%	0.0%	2.2%	3.3%	38.9%	55.6%
3. I have good interaction skills	0.0%	1.1%	31.5%	56.2%	11.2%	1.1%	0.0%	4.5%	39.3%	55.1%
4. I can work in a goal-directed way	0.0%	0.0%	6.7%	66.3%	27.0%	0.0%	1.1%	2.3%	45.5%	51.1%
5. I know how to manage entities	0.0%	1.1%	25.8%	66.3%	6.7%	1.1%	1.1%	5.6%	30.3%	61.8%
6. I have good organising skills	0.0%	4.5%	22.5%	55.1%	18.0%	1.1%	1.1%	4.5%	29.5%	63.6%
7. I have good problem-solving skills	0.0%	2.2%	25.6%	62.2%	10.0%	0.0%	1.1%	4.5%	28.1%	66.3%
8. I can handle conflicts	0.0%	2.2%	15.6%	71.1%	11.1%	1.1%	1.1%	1.1%	36.0%	60.7%
9. I know how to take into account the organisation's values and principles in my work	0.0%	1.1%	18.9%	60.0%	20.0%	1.1%	0.0%	5.6%	48.9%	44.4%
10. I can accomplish/achieve change in the organisation	0.0%	4.4%	22.2%	56.7%	16.7%	1.1%	1.1%	4.5%	34.8%	58.4%
11. I have good crisis management skills	0.0%	15.6%	41.1%	34.4%	8.9%	1.1%	2.2%	6.7%	40.0%	50.0%
12. I know how to delegate	0.0%	18.9%	23.3%	44.4%	13.3%	1.1%	2.2%	4.4%	45.6%	46.7%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.1%	5.0%	23.5%	56.5%	14.9%	0.7%	1.5%	4.7%	38.4%	54.7%

71.4% of the respondents participating in the survey agreed or strongly agreed with the positive competency statements regarding their current know-how in (general) the leadership/management know-how requirement. Only 5.1% of the respondents reported deficits in their know-how (strongly disagree, disagree). The respondents reported the following largest deficits in their current know-how: how to delegate (18.9%), crisis management skills (15.6%), and acquaintance with leadership theories and concepts (9%).

The strongest know-how (with more than 80% choosing agree or strongly agree with positive competency statements) was found in working in a goal-directed way (93.3%), understanding how an organisation's culture impacts its effectiveness (86.6%), handling conflicts (82.2%), and knowing how to take into account the organisation's values and principles in my work (80%).

However, 93.1% of the respondents reported the importance of know-how (important, very important) regarding (general) leadership/management know-how requirements. Only 2.2% of the respondents reported the unimportance of these competency statements (unimportant, of little importance). The results show that managers evaluate the competencies very highly.

### 3.4.2.2 Social and health care organisations leadership /management know-how requirements

**Table 51 Social and health care organisations leadership /management know-how requirements**

B. SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered social and health care and medical concepts and terminologies	4.4%	5.6%	20.0%	57.8%	12.2%	1.1%	4.4%	12.1%	38.5%	44.0%
2. I stay abreast/up to date with social and health care trends	3.3%	3.3%	16.7%	64.4%	12.2%	1.1%	0.0%	6.6%	42.9%	49.5%
3. I am acquainted with treatment standards and their implications/meaning in my work	3.4%	9.0%	27.0%	46.1%	14.6%	2.2%	3.4%	10.1%	40.4%	43.8%
4. I am able to utilise social and health care research (findings) in my work	1.1%	9.0%	25.8%	49.4%	14.6%	1.1%	3.4%	13.6%	48.9%	33.0%
5. I have mastered the legislation related to social and health care	3.3%	4.4%	30.0%	50.0%	12.2%	1.1%	2.2%	6.7%	37.8%	52.2%
6. I have mastered health care economics theories and applications	5.6%	32.6%	42.7%	15.7%	3.4%	2.2%	4.5%	22.5%	39.3%	31.5%
7. I have mastered the field of accreditation and monitoring agencies and their interrelationships	12.4%	30.3%	39.3%	14.6%	3.4%	3.4%	11.4%	35.2%	34.1%	15.9%
8. I am acquainted with funding and payment mechanisms of the health care system	2.2%	16.7%	28.9%	45.6%	6.7%	2.2%	1.1%	14.4%	44.4%	37.8%
9. I have mastered the contractual practices of social and health care (industry)	4.4%	23.3%	30.0%	36.7%	5.6%	2.3%	3.4%	17.0%	45.5%	31.8%
10. I can take into account the professional standards and codes of ethical behaviour in my work	0.0%	0.0%	5.5%	50.5%	44.0%	1.1%	0.0%	4.4%	30.0%	64.4%
11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	2.2%	11.0%	20.9%	49.5%	16.5%	2.2%	1.1%	6.7%	28.9%	61.1%
12. I recognise the risks related to patient safety and I can manage/master them	2.2%	3.3%	13.2%	57.1%	24.2%	2.2%	2.2%	5.5%	29.7%	60.4%
13. I know how to take into	2.2%	2.2%	7.7%	57.1%	30.8%	2.2%	3.3%	5.5%	24.2%	64.8%

account the needs and expectations of patients (and their relatives) in the treatment/caring process										
14. I know how to organise customer satisfaction measurement and how to analyze the results	5.6%	11.2%	42.7%	25.8%	14.6%	6.7%	3.3%	21.1%	28.9%	40.0%
15. I know how to handle customer claims/reclamations	4.4%	6.6%	26.4%	45.1%	17.6%	3.3%	3.3%	15.4%	37.4%	40.7%
16. I know how to utilise customer feedback in developing new service products	1.1%	4.4%	35.2%	42.9%	16.5%	3.3%	0.0%	17.6%	35.2%	44.0%
17. I know how to solve conflicts between patients and personnel	2.2%	2.2%	11.0%	63.7%	20.9%	2.2%	3.3%	4.4%	27.5%	62.6%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	3.5%	10.3%	24.9%	45.4%	15.9%	2.4%	3.0%	12.9%	36.1%	45.7%

The results for the specific management skills regarding social and health care organisations were somewhat different than for the general leadership/management know-how requirements.

Over half (61.3%) of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, and 13.8% of the respondents reported deficits in their know-how (strongly disagree, disagree), while 24.9% neither agreed nor disagreed with the competency statements.

The strongest current know-how skills (more than 80% choosing agree or strongly agree with positive competency statements) were found in taking into account the professional standards and codes of ethical behaviour in my work (94.5%), taking into account the needs and expectations of patients (and their relatives) in the treatment/caring process (87.9%), solving conflicts between patients and personnel (84.6%), and recognising the risks related to patient safety and managing them (81.3%).

The accreditation and monitoring agencies and their interrelationships (42.7%), health care economics theories and applications (38.2%), and contractual practices of social and health care (27.7%) were areas that respondents did not manage that well according to their own self-assessment, although many reported good know-how in these skills as well.

Over four out of five of the respondents (81.8%) reported the importance of know-how regarding specific management skills in health care organisations and only 5.5% of the respondents reported the unimportance of these competency statements. The most important area for respondents was societal social and health care environment/patterns (92.4%). Next, the legislation related to social and health care (90%) and the utilisation of social and health care research findings (81.9%) are the same areas that respondents did not manage well and therefore the need for training arose.

### 3.4.2.3 Managing strategy

**Table 52 Managing strategy**

C. MANAGING STRATEGY	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I can collect and analyze data to form the basis of the strategy	3.3%	10.0%	35.6%	36.7%	14.4%	2.2%	1.1%	14.4%	51.1%	31.1%
2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	2.3%	6.9%	34.5%	42.5%	13.8%	1.1%	0.0%	7.9%	50.6%	40.4%
3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	6.7%	21.1%	35.6%	25.6%	11.1%	2.2%	4.5%	21.3%	43.8%	28.1%
4. I know how to define the organisation's mission and objectives	0.0%	2.2%	21.1%	58.9%	17.8%	1.1%	2.2%	13.3%	37.8%	45.6%
5. I know how to evaluate alternative strategies	2.3%	13.6%	37.5%	36.4%	10.2%	1.1%	3.4%	12.5%	52.3%	30.7%
6. I know how to formulate service and product strategy	3.4%	19.3%	48.9%	21.6%	6.8%	1.1%	5.6%	21.3%	48.3%	23.6%
7. I know how to formulate competitor strategy	5.6%	22.2%	47.8%	21.1%	3.3%	2.2%	2.2%	18.9%	43.3%	33.3%
8. I know how to concretise strategy into practical objectives	2.2%	14.6%	36.0%	39.3%	7.9%	1.1%	1.1%	19.1%	41.6%	37.1%
9. I know how to communicate the objectives inside the organisation and ensure their actualisation	0.0%	3.3%	13.2%	69.2%	14.3%	1.1%	0.0%	7.7%	34.1%	57.1%
10. I know how to follow the actualising of the objectives	1.1%	1.1%	11.1%	71.1%	15.6%	1.1%	0.0%	4.4%	36.3%	58.2%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	2.7%	11.4%	32.1%	42.2%	11.5%	1.5%	2.0%	14.1%	43.9%	38.5%

The results regarding the domain managing strategy were in line with previous competencies, although some differences were found.

53.8% of the respondents agreed or strongly agreed with the positive competency statements regarding their own know-how in the competencies related to managing strategy, and 14.1% either disagreed or strongly disagreed with the statements. 32.1% neither agreed nor disagreed with the competency statements.

The strongest current know-how skills (more than 60% choosing agree or strongly agree with positive competency statements) were found in the actualising of the objectives (86.7%), in the



communicating of the objectives inside the organisation and ensuring their actualisation (83.5%), and in the defining of the organisation’s mission and objectives (76.7%).

The largest deficits were found in the formulation of competitor strategy (27.8%), in the use of strategic tools (27.8%), in the formulation of service and product strategy (22.7%), and in the evaluation of alternative strategies (15.9%).

82.4% of the respondents reported the importance of know-how regarding managing strategy and only 3.5% of the respondents reported the unimportance of these competency statements. The most important areas for respondents were how to follow the actualising of the objectives (94.5%), how to communicate the objectives inside the organisation and ensure their actualisation (91.2%), and anticipate the industry’s forthcoming development (e.g. scenario planning) (91%).

### 3.4.2.4 Financial resource management

**Table 53 Financial resource management**

D. FINANCIAL RESOURCE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the methods of budgeting and financial planning	16.7%	30.0%	27.8%	24.4%	1.1%	2.2%	6.7%	20.0%	33.3%	37.8%
2. I have mastered the methods of cost accounting and pricing	23.3%	37.8%	27.8%	10.0%	1.1%	5.6%	5.6%	32.2%	27.8%	28.9%
3. I know how to interpret the organisation’s key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	15.9%	25.0%	30.7%	23.9%	4.5%	4.5%	5.6%	22.5%	37.1%	30.3%
4. I know how to measure and monitor financial results with respect to objectives	15.6%	23.3%	28.9%	26.7%	5.6%	3.3%	5.6%	23.3%	33.3%	34.4%
5. I have mastered the basics of financial management and auditing	28.9%	30.0%	31.1%	7.8%	2.2%	8.9%	6.7%	31.1%	28.9%	24.4%
6. I know how to assess the need for equipment investments and their effects on the organisation’s finances	6.7%	15.7%	32.6%	36.0%	9.0%	2.2%	3.4%	22.5%	39.3%	32.6%
7. I know how to assess the need for a property’s repair and maintenance and their effects on the organisation’s finances	15.6%	33.3%	31.1%	13.3%	6.7%	6.7%	8.9%	27.8%	34.4%	22.2%
8. I know how to assess the pros and cons of outsourcing with respect to an organisation’s own service	9.3%	17.4%	34.9%	32.6%	5.8%	5.6%	3.4%	29.2%	36.0%	25.8%

production										
9. I have mastered the planning of goods and service procurement	27.6%	26.4%	17.2%	19.5%	9.2%	4.6%	9.2%	18.4%	43.7%	24.1%
10. I know how to write/draw up a call for tenders/bids	33.3%	21.8%	21.8%	14.9%	8.0%	5.7%	12.6%	26.4%	35.6%	19.5%
11. I know how to compare tenders and how to choose the most suitable supplier	18.4%	17.2%	28.7%	23.0%	12.6%	5.9%	7.1%	21.2%	40.0%	25.9%
12. I know how to manage supplier contracts	34.5%	21.8%	25.3%	13.8%	4.6%	7.0%	10.5%	33.7%	32.6%	16.3%
13. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	20.9%	25.6%	16.3%	27.9%	9.3%	5.9%	10.6%	25.9%	34.1%	23.5%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	20.5%	25.0%	27.2%	21.1%	6.1%	5.2%	7.4%	25.7%	35.1%	26.6%

The results relating to financial resource management were as expected. The respondent's current levels of know-how in financial resource management were clearly more tenuous than in the previous competency domains. The results also distributed more evenly across the response options than in the previous domains.

Almost every third (27.2%) of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, 45.5% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 27.2% neither agreed nor disagreed with the competency statements.

The strongest know-how (more than 30% choosing agree or strongly agree with positive competency statements) were found in the assessment of the need for equipment investments and their effects on organisation finances (45%), assessing the pros and cons of outsourcing with respect to the organisation's own service production (38.4%), monitor the realisation of supplier contracts according to contract (37.2%), comparing tenders and how to choose the most suitable supplier (35.6%), and measuring and monitoring financial results with respect to objectives (32.3%).

On the other hand, the largest deficits (more than 40% choosing either disagree or strongly disagree) were found in the mastering of methods of cost accounting and pricing (61.1%), financial management and auditing (58.9%), managing supplier contracts (56.3%), drawing up a calls for tenders (55.1%), planning of goods and service procurement (54%), assessing the need for property's repair and maintenance and their effects on organisation finances (48.9%), mastering the methods of budgeting and financial planning (46.7%), monitoring the realisation of supplier contracts according to contract (46.5%), and interpreting the organisation's key financial ratios and reports (40.9%).

Over half (61.7%) of the respondents reported financial competencies as important or very important and 25.7% did not know. 12.6% of the respondents did not evaluate this area highly. The most important areas for respondents were assessing the need for equipment investments and their effects on organisation finances (71.9%) and mastering the methods of budgeting and financial planning (71.1%). Only about half reported as important or very important the area how to manage supplier contracts. Therefore, this area is not so relevant according to the respondents' own self-assessment.

### 3.4.2.5 Managing work communities

**Table 54 Managing work communities**

D. MANAGING WORK COMMUNITIES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to commit a work community to the organisation's objectives and procedures	0.0%	1.1%	19.1%	61.8%	18.0%	1.1%	1.1%	6.7%	37.1%	53.9%
2. I know how to build teams	0.0%	4.4%	12.1%	62.6%	20.9%	1.1%	0.0%	4.4%	20.9%	73.6%
3. I know how to develop/improve the wellness of the work community	0.0%	3.3%	14.4%	57.8%	24.4%	2.2%	1.1%	6.7%	30.0%	60.0%
4. I know how to manage multiprofessional teams	0.0%	3.3%	32.2%	47.8%	16.7%	1.1%	0.0%	6.7%	39.3%	52.8%
5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	0.0%	7.7%	27.5%	51.6%	13.2%	1.1%	0.0%	7.7%	37.4%	53.8%
6. I know how to create a supportive atmosphere within the work community	0.0%	1.1%	17.6%	59.3%	22.0%	1.1%	0.0%	4.4%	27.8%	66.7%
7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	0.0%	5.5%	23.1%	56.0%	15.4%	1.1%	0.0%	12.1%	40.7%	46.2%
8. I know how to give constructive feedback to employees/personnel	0.0%	3.3%	21.1%	54.4%	21.1%	1.1%	0.0%	7.7%	30.8%	60.4%
9. I know how to utilise employee feedback in developing the work community	0.0%	2.2%	18.7%	62.6%	16.5%	1.1%	0.0%	5.5%	41.8%	51.6%
10. I know how to reconcile internal conflicts in the work community	1.1%	2.2%	19.1%	65.2%	12.4%	1.1%	1.1%	4.4%	30.0%	63.3%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.1%	3.4%	20.5%	57.9%	18.0%	1.2%	0.3%	6.6%	33.6%	58.2%

The results of the work community management were also somewhat interesting. The respondents seemed to assess their own know-how as very good in these skills. Only around 3.5% of the respondents reported low skills (choosing either disagree or strongly disagree) in work community management.

Instead, in each competency statement in this domain, 76% of the respondents reported good skills (choosing either agree or strongly agree). The most well-managed skills were how to build teams (83.5%), how to create a supportive atmosphere within the work community (81%), how to commit the work community to the organisation’s objectives and procedures (79.8%), and how to utilise employee feedback in developing the work community (79.1%). The skills were evaluated very highly by respondents – 91.9% reported these skills as important or very important.

Mastering the methods of supporting the individual in the work community (e.g. mentoring, coaching) was an area that all respondents did not manage so well according to their own self-assessment (7.7% choosing either disagree or strongly disagree), although many reported good know-how in these skills as well.

### 3.4.2.6 Communication management

**Table 55 Communication management**

E. COMMUNICATION MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to formulate internal communication strategy (what is communicated and by which channels)	0.0%	6.6%	16.5%	58.2%	18.7%	1.1%	0.0%	4.4%	34.4%	60.0%
2. I know how to plan the implementation and resources of internal communication strategy	2.2%	13.2%	38.5%	39.6%	6.6%	1.1%	1.1%	10.0%	36.7%	51.1%
3. I can produce written communication material (e.g. meeting memos, reports, communication design)	1.1%	7.7%	20.9%	50.5%	19.8%	2.2%	2.2%	7.7%	44.0%	44.0%
4. I have good oral communication and presentation skills	1.1%	15.4%	26.4%	40.7%	16.5%	1.1%	2.2%	7.7%	37.4%	51.6%
5. I have good negotiation skills	0.0%	4.4%	26.4%	56.0%	13.2%	0.0%	0.0%	6.6%	29.7%	63.7%
6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	0.0%	5.6%	33.3%	50.0%	11.1%	1.1%	1.1%	8.8%	31.9%	57.1%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.7%	8.8%	27.0%	49.2%	14.3%	1.1%	1.1%	7.5%	35.7%	54.6%

The majority (63.5%) of the respondents reported good or very good skills in this domain, 27% neither agree nor disagree, and 9.5% of the respondents reported deficits in their know-how (strongly disagree, disagree).

The strongest know-how among the respondents (more than 70% choosing agree or strongly agree with positive competency statements) was found in formulating internal communication strategy (76%) and in producing written communication material (70.3%).

The largest know-how deficits (more than 15% indicating deficits) were found in the skills related to good oral communication and presentation skills (16.5%) and planning the implementation and resources of internal communication strategy (15.4%).

The current communication skills are good: 90.3% of the respondents agreed that skills in this area are important or very important in their work. Only 2.2% of the respondents reported that these competency statements were unimportant. The most important areas for the respondents (more than 90% choosing important or very important) were formulating internal communication strategy (what is communicated and through which channels) (94.4%) and negotiation skills (93.4%).

### 3.4.2.7 Performance management

**Table 56 Performance management**

F. PERFORMANCE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	0.0%	2.2%	22.5%	57.3%	18.0%	0.0%	1.1%	9.0%	38.2%	51.7%
2. I know how to set objectives at the team and individual level	0.0%	4.5%	14.6%	64.0%	16.9%	0.0%	0.0%	6.7%	36.0%	57.3%
3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	0.0%	1.1%	11.2%	59.6%	28.1%	0.0%	1.1%	4.5%	34.8%	59.6%
4. I know how to monitor and challenge the realisation of objectives at the team and individual level	0.0%	3.4%	15.7%	55.1%	25.8%	0.0%	1.1%	4.6%	36.8%	57.5%
5. I know how to give performance feedback at the team and individual level	0.0%	7.9%	13.5%	56.2%	22.5%	0.0%	1.1%	5.6%	33.7%	59.6%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	3.8%	15.5%	58.4%	22.2%	0.0%	0.9%	6.1%	35.9%	57.1%

Respondents' self-assessed know-how in performance management was good. 80.6% of the respondents reported good skills, only 3.8% of the respondents reported deficits in their know-how (disagree), and 15.5% neither agreed nor disagreed with the competency statements.

The most well-managed skills (more than 80% choosing agree or strongly agree with positive competency statements) were getting acquainted with performance measures/metrics (87.7%), how to set objectives at the team and individual levels (80.9%), and how to monitor and challenge the realisation of objectives at the team and individually (80.9%).

Almost all (93%) of the respondents reported the importance of know-how regarding performance management, and only 3.8% of the respondents reported these competency statements as being unimportant. The competencies in this domain are very relevant for respondents in their work assignments, and they indicated good skills as well.

### 3.4.2.8 Change management

**Table 57 Change management**

G. CHANGE MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I know how to notice and determine the need for change	0.0%	1.1%	18.7%	60.4%	19.8%	0.0%	2.2%	4.4%	38.5%	54.9%
2. I know how to determine objectives for the change	0.0%	4.4%	21.1%	54.4%	20.0%	0.0%	1.1%	7.8%	36.7%	54.4%
3. I know how to argue/rationalise/justify the need for change to the personnel	0.0%	1.1%	8.9%	72.2%	17.8%	0.0%	1.1%	4.4%	34.4%	60.0%
4. I know how to plan change operations/actions and implement them according to the organisation's current state and resources	0.0%	6.6%	31.9%	45.1%	16.5%	1.1%	0.0%	7.8%	40.0%	51.1%
5. I know how to manage change operations/actions and support personnel during changes	0.0%	1.1%	12.1%	68.1%	18.7%	1.1%	0.0%	6.6%	31.9%	60.4%
6. I know how to monitor and evaluate the implementation of the change	0.0%	4.5%	18.2%	60.2%	17.0%	1.1%	1.1%	3.3%	37.4%	57.1%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	0.0%	3.1%	18.5%	60.1%	18.3%	0.6%	0.9%	5.7%	36.5%	56.3%

The results related to change management skills and updating training needs were somewhat interesting. In this domain the respondent's skills seemed to be very good, as only less than 3.1% disagreed with the positive competency statements, and none strongly disagreed. Instead more

than 78.4% of the respondents assessed their own skills as good, and 18.5% neither agreed nor disagreed with the competency statements.

The strongest current know-how skills (more than 80% choosing agree or strongly agree with positive competency statements) were found in how to argue/rationalise/justify the need for change in the personnel (90%), how to manage change operations/actions and support personnel during changes (86.8%), and how to notice and determine the need for change (80.2%).

The majority (92.9%) of the respondents evaluated the competencies as very high in this domain. Most (91%) of the respondents also reported the importance of know-how. Only 2.2% reported these skills are as not important, and 3.3% did not know.

### 3.4.2.9 *Managing personnel processes*

**Table 58 Managing personnel processes**

H. MANAGING PERSONNEL PROCESSES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the labour code and regulations	2.2%	14.3%	19.8%	56.0%	7.7%	1.1%	2.2%	3.3%	40.7%	52.7%
2. I have mastered work safety and occupational health issues	2.2%	6.7%	18.9%	56.7%	15.6%	1.1%	1.1%	6.7%	37.1%	53.9%
3. I know how to determine employee job descriptions	2.2%	6.6%	19.8%	49.5%	22.0%	1.1%	3.3%	6.6%	44.0%	45.1%
4. I know how to create work plans	0.0%	3.3%	15.6%	55.6%	25.6%	2.2%	2.2%	4.4%	36.3%	54.9%
5. I know how to recruit and select new employees	0.0%	1.1%	19.8%	51.6%	27.5%	2.2%	2.2%	4.4%	31.1%	60.0%
6. I know how to organise new employees' introduction	0.0%	0.0%	9.9%	61.5%	28.6%	2.2%	4.4%	5.6%	36.7%	51.1%
7. I know how to motivate and indent employees	0.0%	2.2%	23.1%	58.2%	16.5%	0.0%	3.3%	8.9%	26.7%	61.1%
8. I know how to monitor employee performance and how to organise supervision of the work	0.0%	2.2%	13.5%	67.4%	16.9%	1.1%	1.1%	7.8%	40.0%	50.0%
9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	3.3%	12.1%	26.4%	39.6%	18.7%	1.1%	2.2%	7.7%	44.0%	45.1%
10. I have mastered employee satisfaction measurement and improvement techniques and procedures	1.1%	12.2%	32.2%	43.3%	11.1%	1.1%	1.1%	7.8%	42.2%	47.8%
11. I know how to determine employees' training needs	0.0%	3.3%	14.3%	57.1%	25.3%	0.0%	2.2%	4.4%	41.1%	52.2%
12. I know how to apply employee's knowledge and experiences	0.0%	0.0%	12.4%	62.9%	24.7%	0.0%	0.0%	5.5%	34.1%	60.4%
<b>RESPONSE OPTION AVERAGE AMONG</b>	0.9%	5.3%	18.8%	55.0%	20.0%	1.1%	2.1%	6.1%	37.8%	52.9%

<b>DOMAIN COMPETENCIES</b>										
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Personnel processes were quite well-managed: 75% of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, 6.2% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 18.8% neither agreed nor disagreed with the competency statements.

The most well-managed skills (more than 80% choosing agree or strongly agree with positive competency statements) among the respondents were following competencies: how to organise new employees' introduction (90.1%), how to monitor employee performance (84.3%), how to create work plans (81.2%), how to apply employee's knowledge and experiences (87.6%), and how to determine employees' training needs (82.4%).

The largest know-how deficit was in mastering the labour code and regulations (16.5%), mastering employee compensation and benefits practices (15.4%), and mastering employee satisfaction measurement and improvement techniques and procedures (13.3%).

Most (90.7%) of the respondents reported the importance of know-how regarding managing personnel processes and only 3.2% of the respondents regarded these competency statements as unimportant.

### 3.4.2.10 Managing data management processes

**Table 59 Managing data management processes**

H. MANAGING DATA MANAGEMENT PROCESSES	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the possibilities to utilise information technology in the organisation	1.1%	1.1%	11.1%	62.2%	24.4%	0.0%	0.0%	2.2%	36.0%	61.8%
2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	0.0%	1.1%	8.9%	54.4%	35.6%	0.0%	0.0%	3.4%	34.8%	61.8%
3. I have mastered the characteristics of the clinical information systems and software	5.6%	11.1%	20.0%	45.6%	17.8%	4.5%	1.1%	9.0%	40.4%	44.9%
4. I know how to ensure that staff have the requisites to use information systems	3.3%	14.4%	22.2%	36.7%	23.3%	1.1%	0.0%	5.6%	46.7%	46.7%
5. I have mastered the information confidentiality and security requirements	1.1%	2.2%	4.4%	42.9%	49.5%	2.2%	1.1%	1.1%	23.3%	72.2%
6. I know how to ensure that the information concerning	3.3%	5.6%	26.7%	38.9%	25.6%	2.2%	0.0%	4.4%	25.6%	67.8%



patients, personnel, and the organisation is protected appropriately										
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	2.4%	5.9%	15.5%	46.8%	29.4%	1.7%	0.4%	4.3%	34.5%	59.2%

The results reveal that skills in the data management process are above the average level of good: 76.2% of the respondents agreed or strongly agreed with the positive competency statements regarding competencies in this domain, 8.3% reported deficits in their current skills related to managing data management processes, and 15.5% neither agreed nor disagreed with the competency statements.

The strongest current skills (more than 80% choosing agree or strongly agree with positive competency statements) and know-how of the respondents were in mastering information confidentiality and security requirements (92.4%), mastering software applications that support the organisation's activities (90%), and mastering the possibilities to utilise information technology in the organisation (86.6%).

The most tenuous competencies were ensuring that the staff have the requisites to use information systems (17.7%) and mastering the characteristics of the clinical information systems and software (16.7%).

Competencies in this domain are also important or very important for the respondents' work assignments – 93.7% of the respondents reported the importance of know-how regarding data management processes, and only 2.1% of the respondents felt that these competency statements were unimportant. All the skills in this domain were evaluated above 90% (more than 90% choosing important or very important), with one exception: mastering the characteristics of the clinical information systems and software (85.3%). This was an important competency as well, but not equal to the others in this domain. At the same time, there was a larger know-how deficit in mastering the characteristics of the clinical information systems and software (16.7%).

### 3.4.2.11 Network management

**Table 60 Network management**

I. NETWORK MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Unimportant	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I can identify the organisation's interest groups and their needs (e.g. patients' relatives)	3.3%	6.7%	21.1%	51.1%	17.8%	2.2%	2.2%	12.2%	38.9%	44.4%
2. I know how to build trust and cooperation with the	2.2%	12.2%	31.1%	41.1%	13.3%	1.1%	0.0%	15.6%	38.9%	44.4%

organisation's interest groups										
3. I know how to manage networks of experts	3.3%	27.8%	45.6%	17.8%	5.6%	1.1%	3.3%	27.8%	46.7%	21.1%
4. I know how to network with professional colleagues	2.2%	12.4%	32.6%	40.4%	12.4%	1.1%	0.0%	16.7%	42.2%	40.0%
5. I know how to utilise networks in developing the organisation's activities	2.2%	14.4%	46.7%	28.9%	7.8%	1.1%	1.1%	23.3%	41.1%	33.3%
6. I know how to network with international actors	11.2%	33.7%	39.3%	11.2%	4.5%	2.2%	2.2%	26.7%	41.1%	27.8%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	4.1%	17.9%	36.1%	31.8%	10.2%	1.5%	1.5%	20.4%	41.5%	35.2%

The respondents' current levels of know-how in network management differed slightly across the competencies. Only 42% reported good or very good skills in this domain, 22% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 36.1% neither agree nor disagree. This area is not very clear to the respondents.

The strongest current know-how skills (more than 50% choosing agree or strongly agree with positive competency statements) were found in identifying the organisation's interest groups and their needs (e.g. the patients' relatives) (68.9%), how to build trust and cooperation with the organisation's interest groups (54.4%), and how to network with professional colleagues (52.8%).

The largest deficit (more than 30% choosing either disagree or strongly disagree) was in networking with international actors (44.9%), and managing networks of experts (31.1%). The mentioned areas (skills) had also the lowest importance for respondents – about 68% of the respondents chose important or very important. At the same time, respondents evaluated the domain quite highly – 76.7% reported the importance of know-how and 20.4% did not know. The deficits in this domain are relatively large and the importance of know-how is high. Therefore the respondents' training needs in this domain are quite strong.

### 3.4.2.12 Quality management

Table 61 Quality management

J. QUALITY MANAGEMENT	Current level of know-how					Importance of know-how				
	1. Strongly Disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly Agree	1. Un-important	2. Of little importance	3. I don't know	4. Important	5. Very important
1. I have mastered the quality improvement theories and frameworks	9.9%	25.3%	38.5%	23.1%	3.3%	3.4%	2.2%	16.9%	48.3%	29.2%
2. I know how to determine the organisation's quality objectives	5.5%	24.2%	37.4%	27.5%	5.5%	3.3%	0.0%	15.6%	45.6%	35.6%
3. I know how to plan the quality system for the organisation	11.2%	29.2%	41.6%	14.6%	3.4%	3.3%	3.3%	24.4%	42.2%	26.7%

4. I have mastered the principles of quality training and certification	17.6%	31.9%	36.3%	12.1%	2.2%	3.4%	6.7%	24.7%	44.9%	20.2%
5. I have mastered the requirements and principles of certification of the organisation's systems and activities	16.5%	34.1%	36.3%	11.0%	2.2%	4.4%	3.3%	27.8%	47.8%	16.7%
6. I have mastered the metrics of the quality measurement	12.2%	28.9%	30.0%	25.6%	3.3%	3.3%	1.1%	22.2%	46.7%	26.7%
<b>RESPONSE OPTION AVERAGE AMONG DOMAIN COMPETENCIES</b>	12.2%	28.9%	36.7%	19.0%	3.3%	3.5%	2.8%	21.9%	45.9%	25.8%

Good skills in the quality management were reported only by 22.3% of the respondents, although this varied to some extent among the statements. 41.1% of the respondents reported deficits in their know-how (strongly disagree, disagree), and 36.7% neither agreed nor disagreed with the competency statements.

The most well-managed area was the determination of an organisation's quality objectives, in which about 33% of the respondents reported good skills. However, in the rest of the quality competency statements, a knowledge level of 'good' was reported by less than 30% of the respondents.

The largest deficits were found in mastering the requirements and principles of certification of the organisation's systems and activities (50%) and mastering the principles of quality training and certification (49%), how to plan quality system for the organisation (40.4%), and mastering the metrics of the quality measurement (41.1%).

Simultaneously, 71.7% of the respondents evaluated the importance of quality management skills highly in their work assignments and only 6.3% of the respondents reported these competency statements as unimportant. Therefore the respondents' training needs in this domain are very strong.

The most important areas for the respondents were how to determine the organisation's quality objectives (81.2%), mastering the quality improvement theories and frameworks (77.5%), and mastering the metrics of the quality measurement (73.4%).

### 3.4.3 Background questions

The survey questionnaire also included some background questions for Estonian health care managers. Respondents were asked to provide information about their age, sex, number of subordinates, work experience in the social and health care industry, their managerial profile, their practice as a doctor or nurse, and the size and type of the organisation. These demographic background questions were later utilised in the analysis phase as a grouping variable in a One-way

Anova analysis to find potential differences in the current know-how and updating training needs between these groups, and several differences were also found (appendices E - J).

### 3.4.3.1 Respondent's age

Each of the respondents was asked to provide their age in one of four age ranges: (1) Under 25, (2) 26-39, (3) 40-55, and (4) Over 55.

Most of the Estonian respondents were between 40 and 55 years old.

**Table 62 Respondents' age**

Under 25	26-39	40-55	Over 55
0%	26.4%	54.9%	18.7%

### 3.4.3.2 Sex

Each of the respondents was asked their sex. Most of the Estonian respondents (84.4%) were female.

**Table 63 Respondents' sex**

Male	Female
15.6%	84.4%

### 3.4.3.3 Work experience in the social and health care industry

Each of the respondents was also asked to provide information about their work experience in the social and health care industry. There were 3 options: (1) 1-3 years, (2) 4-9 years, and (3) Over 10 years.

About half of the respondents (51.1%) had a relatively lengthy work experience in the field (more than 10 years), which is in line with the respondent's age.

**Table 64 Work experience in social and health care industry**

1-3 years	4-9 years	Over 10 years
14 (15.6%)	30 (33.3%)	46 (51.1%)

### 3.4.3.4 Number of subordinates

Each of the respondents was asked to provide the number of subordinates they have in the organisation. There were 4 choices: (1) 1-5 subordinates, (2) 6-10 subordinates, (3) 10-20 subordinates, and (4) More than 20 subordinates.

Most of the Estonian respondents had more than 20 subordinates (68.1%) and the rest of the respondents had between 1 and 20 subordinates (31.9%).

**Table 65 Number of subordinates**

1-5	6-10	10-20	More than 20
6.6%	7.7%	17.6%	68.1%

**3.4.3.5 Current management profile**

Each of the respondents was asked to provide their current management profile. There were 3 choices: (1) Treatment, diagnostics, (2) Nursing, and (3) Administrative or financial management.

Over half of the Estonian respondents' current management profiles were in nursing (51.1%).

**Table 66 Management profile**

Medical	Nursing	Administrative or financial
34.4%	51.1%	14.4%

**3.4.3.6 Current practical work**

Each of the respondents was asked to provide information about their current practical work.

There were three choices: (1) Doctor, (2) Nurse, (3) No.

Most of the Estonian respondents, about 65%, were currently practicing as a nurse or a doctor in addition to their managerial work.

**Table 67 Practicing as a doctor or nurse**

Doctor	Nurse	No
30.8%	34.1%	35.2%

**3.4.3.7 Size of the organisation**

Each of the respondents was asked to provide the number of employees in their organisation. There were 5 choices: (1) Less than 25 employees, (2) 26-100, (3) 101-500, (4) 501-1000, and (5) More than 1,000.

Most of the Estonian respondents (70%) were working in large organisations with more than 1,000 employees.

**Table 68 Number of employees**

Less than 25	26-100	101-500	501-1000	More than 1,000
1.1%	5.6%	10%	13.3%	70%

**3.4.3.8 Type of organisation**

Finally, each of the respondents was asked to provide information about their organisation type. There were two choices: (1) Health service organisation and (2) Social care organisation.

Most of the Estonian respondents were from health service organisations (87.8%).

**Table 69 Organisation type**

Health service organisation	Social care organisation
87.8%	12.2%

**3.4.4 Differences between organisations participating in the Estonian survey**

There were two types of organisations participating in the Estonian survey: health service and social care organisations. Table 69 presents the largest, statistically most significant (*P value* of <0.05) differences between health service and social care organisations. The table contains results for both the current know-how (“CK” precedes the competency name) of the respondents and the importance of the know-how (“IK” precedes the competency name).

There were statistically significant differences in the current know-how among respondents between these two groups in 14 different competencies. The largest difference between health service and social care managers was found in the knowledge of the characteristics of the clinical information systems and software . Health care managers currently had clearly better skills.

**Table 70 Largest differences between health service organisations and social care organisations**

COMPETENCIES	Definitions of competencies: “CK” (Current know-how) denotes questions related to the current know-how. “IK” (Importance of the know-how) denotes questions related to the importance of the know-how in the survey.			
Leadership requirements	F value	Pr > F	Health service organisation	Social care organisation
<b>Social and health care organisations leadership/management know-how requirements</b>	F value	Pr > F	Health service organisation	Social care organisation
CK:5. I am acquainted with treatment standards and their implications/meaning in my work	4.024	.048	3.60	2.91
CK:10. I am acquainted with funding and payment mechanisms of the health care system	8.968	.004	3.45	2.55
IK:4. I stay abreast/up to date on social and health care trends	4.569	.035	4.34	4.82
IK:10. I am acquainted with funding and payment mechanisms of the health care system	4.249	.042	4.18	3.55
<b>Managing strategy</b>	F value	Pr > F	Health service organisation	Social care organisation
<b>Change management</b>	F value	Pr > F	Health service organisation	Social care organisation
CK:6. I know how to monitor and evaluate the implementation of the change	7.963	.006	3.88	3.00
<b>Network management</b>	F value	Pr > F	Health service organisation	Social care organisation
CK:2. I know how to build trust and cooperation with the organisation’s interest groups	4.845	.030	3.39	4.09
<b>Financial resource management</b>	F value	Pr > F	Health service organisation	Social care

				<b>organisation</b>
IK:14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	4.459	.038	3.24	4.18
<b>Communication management</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
<b>Managing data management processes</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
CK:3. I have mastered the characteristics of the clinical information systems and software	15.828	.000	3.71	2.36
CK:4. I know how to ensure that staff have the requisites to use information systems	4.411	.039	3.68	2.91
CK:5. I have mastered information confidentiality and security requirements	4.750	.032	4.44	3.91
IK:3. I have mastered the characteristics of the clinical information systems and software	8.871	.004	4.24	3.18
<b>Quality management</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
<b>Managing work communities</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
IK:8. I know how to give constructive feedback to employees/personnel	4.108	.046	4.44	4.91
<b>Performance management</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
CK:1. I know how to familiarise personnel with the organisation's mission, strategic objectives	6.487	.013	3.74	4.45
<b>Managing know-how</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
<b>Managing personnel processes</b>	<b>F value</b>	<b>Pr &gt; F</b>	<b>Health service organisation</b>	<b>Social care organisation</b>
CK:11. I know how to determine the employees' training needs	4.044	.047	4.10	3.64

### 3.4.5 Differences in the Estonian sample regarding age, number of subordinates, working experience and gender

When the differences in the Estonian sample regarding age, sex, number of subordinates, work experience, current management profile, and current working position was analyzed, several differences were found. The most significant differences are presented in this section and full tables are presented in the appendices (E-J).

#### 3.4.5.1 Respondent's age

There were found 51 specific competencies with significant differences between the age groups (26-39, 40-55, over 56) (see Appendix G). In the following table 16 most significant differences are

presented (F-value > 5). As we can notice, there seem to be relatively consistent division regarding the differences between these three different age groups. The results surprisingly showed that the youngest age group has self-assessed better skills in their current know-how than older participants. However, respondents older than 56 years old have assessed their skills better than participants between ages 40-55.

Results were similar with the importance of the know-how. Younger participants perceived the competencies in general to be more important than older ones did, and respondents over 56 years of age perceived competencies to be more important than did respondents between the ages of 40 and 55.

**Table 71 Most significant differences in the sample; Grouping variable=age (F-value > 5)**

<u>MANAGEMENT DOMAIN</u>	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables				
		F-value	Pr>F	26-39 years old	40-55 years old	Over 56 years old
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:4. I stay abreast/up to date with social and health care trends	6.135	.003	4.13	3.46	4.06
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	11.036	.000	4.71	3.84	4.53
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	4. I stay abreast/up to date with social and health care trends	9.964	.000	4.75	4.12	4.71
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	7. I have mastered the legislation related to social and health care	9.844	.000	4.83	3.98	4.65
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	5.411	.006	4.00	3.10	3.24
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I have mastered the contractual practices of social and health care (industry)	5.174	.008	4.46	3.58	3.94
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I know how to organise customer satisfaction measurement and how to analyze the results	7.371	.001	4.54	3.48	4.12
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I know how to handle customer claims/reclamations	5.880	.004	4.63	3.82	4.12
MANAGING WORK COMMUNITIES	10. I know how to reconcile internal conflicts in the work community	5.068	.008	4.88	4.24	4.65
MANAGING PERSONNEL	CK:2. I have mastered work safety and occupational health issues	5.958	.004	3.96	3.44	4.24



PROCESSES						
MANAGING PERSONNEL PROCESSES	2. I have mastered work safety and occupational health issues	6.380	.003	4.67	4.00	4.76
MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	6.653	.002	4.79	4.12	4.65
MANAGING PERSONNEL PROCESSES	8. I know how to monitor employee performance and how to organise supervision of work	5.126	.008	4.67	4.06	4.59
MANAGING PERSONNEL PROCESSES	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	5.490	.006	4.71	4.04	4.47
MANAGING PERSONNEL PROCESSES	11. 11. I know how to determine the employees' training needs	5.356	.006	4.71	4.14	4.65
MANAGING DATA MANAGEMENT PROCESSES	6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	5.086	.008	4.92	4.26	4.71
NETWORK MANAGEMENT	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	5.735	.005	4.58	3.86	4.47

### 3.4.5.2 Sex

There were 43 specific competencies with significant differences between the sexes. However, results should be treated with caution since there were only 14 males compared to 77 females. In the following table only the most significant differences are presented (F-value > 10) and rest of the results can be found in Appendix H.

In overall, the differences between the sexes were significant and straightforward in the survey. Females self-assessed their current skills clearly higher than males. In only two competency statements males self-assessed better skills (I have good problem-solving skills, and knowledge in the requirements and principles of certification of the organisation's systems and activities; See Appendix F). Moreover, females also perceived the competencies to be more important than males.

**Table 72 Most significant differences in the sample; Grouping variable=sex (F-value > 10)**

MANAGEMENT DOMAIN	Competency	"mean" values among the grouping variables			
		F-value	Pr>F	Female	Male
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I can take into account the professional standards and codes of ethical behaviour in my work	11.528	.001	4.64	3.86
MANAGING WORK COMMUNITIES	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	10.903	.001	4.42	3.71
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	14.234	.000	4.61	3.86
COMMUNICATION MANAGEMENT	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	11.010	.001	4.00	3.29
CHANGE MANAGEMENT	1. I know how to notice and determine the need for change	19.184	.000	4.58	3.79

CHANGE MANAGEMENT	5. I know how to manage change operations/actions and support personnel during changes	25.332	.000	4.65	3.71
MANAGING PERSONNEL PROCESSES	3. I know how to determine employee job descriptions	18.052	.000	4.43	3.50
MANAGING PERSONNEL PROCESSES	7. I know how to motivate and indent employees	19.409	.000	4.57	3.50
MANAGING PERSONNEL PROCESSES	11. I know how to determine employees training needs'	12.230	.001	4.51	3.71

### 3.4.5.3 Number of subordinates

There were 33 specific competencies with statistically significant differences between the respondents having a different number of subordinates (1-5, 6-10, 11-20, more than 20). In the following table only the most significant differences are presented (F-value > 5) and rest of the results can be found in Appendix G.

There were some variations in the replies among the groups, but generally managers that had more subordinates self-assessed their own skills slightly better and also indicated competencies to be more important than managers with fewer subordinates.

**Table 73 Most significant differences in the sample; Grouping variable= number of subordinates (F-value > 5)**

MANAGEMENT DOMAIN	Competency	"mean" values among the grouping variables					
		F-value	Pr>F	1-5	6-10	11-20	More than 20
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	7.927	.000	2.67	2.86	3.31	3.95
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:15. I recognise the risks related to patient safety and I can manage/master them	5.052	.003	3.50	3.00	4.00	4.13
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	4. I stay abreast/up to date with social and health care trends	5.797	.001	4.50	3.43	4.31	4.52
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	5.355	.002	4.17	3.14	4.44	4.56
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I recognise the risks related to patient safety and I can manage/master them	6.212	.001	4.00	3.29	4.50	4.60
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	5.846	.001	4.00	3.29	4.63	4.60
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I know how to solve conflicts between patients and personnel	5.335	.002	3.83	3.43	4.50	4.61

### 3.4.5.4 Work experience

Altogether 44 specific competencies were found with statistically significant differences in the replies depending on the respondent's work experience (1-3 years, 4-10 years, more than 10 years). In the following table, only the most significant differences are presented (F-value > 5) and the rest of the results can be found in Appendix H.

Most of the differences were found in the current know-how competency statements, but however, the findings were somewhat interesting. Managers that had least work experience in the social and health care industry self-assessed their own skills better in many skills than older survey respondents. The same group of respondents also assessed presented competencies more important than older respondents. On the other hand, managers with 4 to 10 years of work experience self-assessed their skills weakest in nearly all competencies, but perceived competencies to be more important than most experienced survey respondents.

**Table 74 Most significant differences in the sample; Grouping variable= work experience (F-value > 5)**

MANAGEMENT DOMAIN	Competency	"mean" values among the grouping variables				
		F-value	Pr>F	1-3 years	4-10 years	More than 10 years
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I have mastered the contractual practices of social and health care (industry)	5.459	.006	4.50	4.13	3.52
MANAGING STRATEGY	CK:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	9.015	.000	4.14	3.58	4.13
FINANCIAL RESOURCE MANAGEMENT	CK:3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	8.144	.001	3.29	2.03	2.91
FINANCIAL RESOURCE MANAGEMENT	CK:4. I know how to measure and monitor financial results with respect to objectives	5.127	.008	3.29	2.29	3.00
MANAGING WORK COMMUNITIES	CK:4. I know how to manage multiprofessional teams	7.689	.001	3.64	3.32	4.04
COMMUNICATION MANAGEMENT	CK:9. I have good negotiation skills	9.703	.000	4.07	3.35	3.98
MANAGING PERSONNEL PROCESSES	CK:12. I know how to apply employee's knowledge and experiences	5.866	.004	3.43	3.97	4.26
NETWORK MANAGEMENT	CK:2. I know how to build trust and cooperation with the organisation's interest groups	7.923	.001	3.93	2.94	3.70
NETWORK MANAGEMENT	CK:4. I know how to manage networks of experts	5.301	.007	3.21	2.48	3.11
QUALITY MANAGEMENT	CK:3. I know how to determine the organisation's quality objectives	7.526	.001	3.21	2.52	3.33
QUALITY MANAGEMENT	CK:5. I have mastered the principles of quality training and certification	5.283	.007	2.93	2.06	2.65
QUALITY MANAGEMENT	CK:6. I have mastered the requirements and principles of certification of the organisation's systems and activities	6.153	.003	2.93	2.03	2.65

### 3.4.5.5 Current management profile

There were 42 statistically significant differences found in the sample between the current management profiles of the survey respondents (treatment/diagnostics, nursing, administration/financial management). In the following table only the most significant differences are presented (F-value > 5) and rest of the results can be found in Appendix I.

Only distinct, but relatively consistent difference between the groups was that nursing managers assessed higher values in nearly every competency statement in both current know-how and

importance of the skill. Differences between the treatment/ diagnostics managers and administrative/ financial managers varied across the competencies.

**Table 75 Most significant differences in the sample; Grouping variable= current management profile (F-value > 5)**

MANAGEMENT DOMAIN	COMPETENCY	"mean" values among the grouping variables				
		F-value	Pr>F	Treatment, diagnostics	Nursing	Administrative or financial management
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:4. I stay abreast/up to date with social and health care trends	8.730	.000	4.03	3.40	2.69
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	6.658	.002	4.35	4.72	3.77
MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	5.346	.006	4.16	4.66	4.23
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	8.332	.000	4.13	4.77	4.38
COMMUNICATION MANAGEMENT	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	8.431	.000	3.48	4.17	3.85
COMMUNICATION MANAGEMENT	4. I know how to plan the implementation and resources of internal communication strategy	5.352	.006	3.97	4.60	4.08
COMMUNICATION MANAGEMENT	7. I can produce written communication material (e.g. meeting memos, reports, communication design)	5.773	.004	4.00	4.53	3.85
CHANGE MANAGEMENT	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	6.166	.003	4.00	4.64	4.15
MANAGING PERSONNEL PROCESSES	CK:1. I have mastered the labour code and regulations	6.385	.003	3.10	3.81	3.54
MANAGING PERSONNEL PROCESSES	CK:2. I have mastered work safety and occupational health issues	8.572	.000	3.19	4.02	3.92
MANAGING PERSONNEL PROCESSES	CK:3. I know how to determine employee job descriptions	6.276	.003	3.42	4.13	3.69
MANAGING PERSONNEL PROCESSES	3. I know how to determine employee job descriptions	5.005	.009	3.94	4.51	4.31
MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	6.777	.002	4.00	4.68	4.31
MANAGING PERSONNEL PROCESSES	11. I know how to determine employee training needs	6.780	.002	4.00	4.66	4.31
MANAGING DATA MANAGEMENT PROCESSES	CK:3. I have mastered the characteristics of the clinical information systems and software	5.769	.004	3.97	3.49	2.77
NETWORK MANAGEMENT	CK:3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	5.286	.007	3.45	4.00	3.15

### 3.4.5.6 Current practical work

Differences between the current working positions (doctor, nurse, neither) were similar for the current management profile. Respondents with a doctoral background self-assessed their current skills as weaker than respondents with a nursing background in nearly every competency, and nursing managers also perceived presented competencies as being more important than doctor managers. The table presents only the most significant differences (F-value > 5) and the rest of the results can be found in Appendix J.

**Table 76 Most significant differences in the sample; Grouping variable= current working position (F-value > 5)**

MANAGEMENT DOMAIN	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables				
		F-value	Pr>F	Doctor	Nurse	Neither
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:5. I am acquainted with treatment standards and their implications/meaning in my work	9.401	.000	4.04	3.65	2.94
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	8.027	.001	3.71	4.58	4.25
MANAGING WORK COMMUNITIES	CK:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	7.328	.001	3.32	4.06	3.69
MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	6.662	.002	4.04	4.65	4.56
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	7.676	.001	4.07	4.68	4.69
COMMUNICATION MANAGEMENT	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	5.824	.004	3.50	4.13	4.00
COMMUNICATION MANAGEMENT	4. I know how to plan the implementation and resources of internal communication strategy	5.732	.005	3.86	4.42	4.59
CHANGE MANAGEMENT	2. I know how to determine objectives for the change	5.029	.009	4.00	4.58	4.56
CHANGE MANAGEMENT	5. I know how to manage change operations/actions and support personnel during changes	7.004	.002	4.11	4.68	4.69
MANAGING PERSONNEL PROCESSES	CK:1. I have mastered the labour code and regulations	10.720	.000	2.93	3.84	3.75
MANAGING PERSONNEL PROCESSES	CK:2. I have mastered work safety and occupational health issues	12.122	.000	3.11	4.19	3.81
MANAGING PERSONNEL PROCESSES	CK:3. I know how to determine employee job descriptions	11.176	.000	3.21	4.19	4.00
MANAGING PERSONNEL PROCESSES	CK:4. I know how to create work plans	6.062	.003	3.57	4.29	4.06
MANAGING PERSONNEL PROCESSES	CK:10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	7.940	.001	3.00	3.97	3.72
MANAGING PERSONNEL PROCESSES	3. I know how to determine employee job descriptions	12.308	.000	3.71	4.52	4.56
MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	9.579	.000	3.86	4.61	4.66
MANAGING PERSONNEL PROCESSES	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	5.014	.009	3.89	4.58	4.38
MANAGING PERSONNEL PROCESSES	11. I know how to determine employees' training needs	5.785	.004	3.96	4.58	4.56

<b>MANAGING PERSONNEL PROCESSES</b>	12. I know how to apply employee's knowledge and experiences	5.668	.005	4.25	4.65	4.72
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:3. I have mastered the characteristics of the clinical information systems and software	12.111	.000	4.04	3.84	2.84
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:4. I know how to ensure that staff have the requisites to use information systems	5.907	.004	3.36	4.13	3.25
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	5.171	.008	3.36	4.19	3.63
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	3. I have mastered the characteristics of the clinical information systems and software	8.097	.001	4.39	4.48	3.50
<b>QUALITY MANAGEMENT</b>	CK:1. I have mastered the quality improvement theories and frameworks	5.270	.007	2.39	3.19	2.91

### 3.5 Summary of the Estonian public sector survey

The respondents of the Estonian public sector survey rated generally their current know-how very highly across the management areas and they considered the skills relatively important in nearly all competencies (Appendix K). However, there appeared to be several deficits across the competencies and therefore the need for updating training as well (Appendix L).

Nevertheless, the respondents' self-assessed importance of know-how by domains differed surprisingly a lot from the senior managers' view that appeared during the interviews. While senior managers reported that financial management is one of the most important, it was estimated as the least important area by respondents. However, the most deficits were discovered in the domain of financial resource management (Appendix K).

The vision of senior and middle managers is not identical regarding important skills. According to interviews with senior managers, the most important areas were communication, financial management, managing work communities, network management and change management. Respondents assessed that the most important areas were managing data management processes, leadership management, performance management, change management, and managing work communities and personnel processes. The training needs by the interviews of senior managers were most urgent in communication management, financing management, network management, strategic management and leadership know-how requirements. The senior managers perceived precisely the current level of know-how in their organisations, whereas the deficits were larger in those exact areas where the senior managers realised training needs.

The biggest differences between the health service and social care organisations were found in the social and health care organisations' leadership requirements and in the managing of data management processes. In general, health service organisation managers self-assessed their skills as slightly better in many competencies.

The largest differences between respondents of different ages were surprising. The youngest respondents assessed their own current skills as being better than did the older respondents, and

they also perceived presented competencies to be more important than did the older respondents. Similar results were found with the work experience, as managers that had the least work experience in the social and health care industry assessed their own skills better in many skills than older survey respondents.

The differences between the sexes were relatively significant and straightforward in the survey. Female respondents self-assessed their current skills significantly higher than male respondents, with only two exceptions.

Large differences were not found with managers having a different number of subordinates. But in general, managers with more subordinates self-assessed their current know-how as better, and they also perceived competencies to be more important than did managers with fewer subordinates. Similar results were also found with different management profiles. Nursing managers self-assessed their current skills as better and perceived competencies to be more important than did managers with a doctoral background and managers from treatment, diagnostics, and administrative and financial management.

Managers rated their current skills best in the competencies related to performance management, change management, managing data management processes, managing work communities and managing personnel processes. At the same time, the largest deficits were expressed in the competencies related to financial resource management, quality management and network management. The current strongest skills correlate almost fully with the most important know-how: the strongest domains and most important domains are basically the same; thus the current know-how is good or very good in the most important domains among respondents. There is still one exception –financial resource management, which is a very important domain (placing second), but the current skills are not very high.

One interesting case is also good to point out regarding the responses in the current know-how of the managers. There were relatively many respondents who chose the alternatives in the middle of the scale (agree – neither – disagree) instead of the extremes (strongly disagree vs. strongly agree). This suggests that they lack confidence in their ability, either because they do not possess the requisite management skills or because they lack self-confidence. Respondents used the middle scales especially in the competencies related to managing strategy, network management, communication management, leadership know-how requirements and quality management. Respondents were most confident assessing their current know-how in managing data management processes, financial resource management, and performance management.

It is important to notice that the ranking of these competencies by managers was subjective and based on a self-assessment that was not externally validated by their own managers or external audits.

Overall, the respondents' current know-how was good and correlated with the importance of know-how, but some specific competencies and important trends could still be highlighted.

Some contrasts appeared in general leadership know-how requirements. Respondents reported deficits in skills in delegating (18.9%) and crisis management (15.6%); these skills altogether were average. On the other hand, 93.1% of the respondents reported know-how as being important. Therefore this domain is one of the most important of all. The most important skill was how to handle conflicts (96.7%). The strongest know-how, and simultaneously one of the most important skills, was working in a goal-directed way (93.3%). Therefore, these skills are very important for assignments but still contain some deficits.

In the social and health care organisations leadership know-how requirements, a large number of respondents expressed deficits in their skills related to the accreditation and monitoring agencies and their interrelationships (42.7%), health care economics theories and applications (38.2%), and contractual practices of social and health care (27.7%). At the same time, 81.8% of the respondents reported the high importance of know-how in specific management skills in health care organisations, and therefore there was a need for updating training.

The strongest current know-how skills were found in taking into account the professional standards and codes of ethical behaviour in my work (94.5%) and taking into account the needs and expectations of patients (and their relatives) in the treatment/caring process (87.9%), solving conflicts between patients and personnel (84.6%), and recognising the risks related to patient safety and managing them (81.3%).

In strategy management, respondents indicated several deficits across the competencies. The largest deficits were found in the formulation of competitor strategy (27.8%), in the use of strategic tools (27.8%) and in the formulation of service and product strategy (22.7%). The strongest current know-how skills were found in actualising of the objectives (86.7%) and in the communicating of the objectives inside the organisation and ensuring their actualisation (83.5%). 82.4% of the respondents reported the importance of know-how in this domain.

In the financial resource management there were relatively strong deficits among respondents, 45.5% of the respondents reported deficits in their know-how. The largest deficits were found in the mastering of methods of cost accounting and pricing (61.1%), financial management and auditing (58.9%), managing supplier contracts (56.3%), drawing up a call for tenders (55.1%), planning of goods and service procurement (54%). On the other hand, this area is not very relevant according to the respondents' own self-assessment. Only 61.7% of the respondents reported that financial competencies are important or very important.

In managing work communities, the respondents reported good skills (76%). The most well-managed skills were in building teams (83.5%) and in creating a supportive atmosphere within the



work community (81%). This domain was also evaluated very highly. A large majority of the respondents reported these skills as being important (91.9%).

The best known among respondents was in performance management. Most of the respondents reported very good skills (80.6%). The most well-managed skill was being acquainted with performance measures (87.7%). 93% of the respondents reported the high importance of know-how in this domain.

In change management, the respondents reported good skills: 78.4% of the respondents assessed their skills affirmatively. The strongest current know-how was in how to argue the need for change to the personnel (90%). 91% of the respondents reported that know-how in this domain was highly important.

In managing personnel processes, 75% of the respondents reported good or very good skills. A particularly well-managed skill was how to organise new employees' introduction (90.1%). The largest know-how deficit was in mastering the labour code and regulations (16.5%). 90.7% of the respondents reported the high importance of know-how regarding managing personnel processes.

In the data management process, 76.2% of the respondents reported good skills. The strongest current know-how was the mastering of information confidentiality and security requirements (92.4%). The largest deficits were found in ensuring that the staff have the requisites to use the information systems (17.7%). 93.7% of the respondents reported the high importance of know-how in this domain.

Among the respondents, network management was not managed well or known well, as only 42% of the respondents reported good skills, 22% expressed deficits in these skills, and 36.1% were not sure. The largest deficits were found in networking with international actors (44.9%) and managing networks of experts (31.1%). The strongest current know-how skills were found in identifying the organisation's interest groups and their needs (68.9%). 76% of the respondents reported the high importance of know-how in this domain.

The biggest deficits in all competencies surveyed among the respondents were in quality management. 41.1% of the respondents reported deficits. Good skills were reported by only 22.3% of the respondents. The biggest deficits were found in mastering the requirements and principles of certification of the organisation's systems and activities (50%) and mastering the principles of quality training and certification (49%). 71.7% of the respondents evaluated the high importance of this domain.

## **4 Differences between Finnish and Estonian survey results**

Because the survey questionnaires for Finnish and Estonian survey respondents differed in many respects, a comprehensive variance analysis between the samples could not be carried out. However, the scales for the respondents' self-assessed current know-how in the competencies in the questionnaires were similar and current know-how differences could be analyzed, although this required effort to combine the two samples. Some of the specific competencies and management domain areas and their order and design in the questionnaire were different between the samples and thus additional manual work was carried out to combine the samples in the best possible way. 106 specific competencies were included in the One-way Anova analysis.

### **4.1 Differences between Finnish private sector and Estonian public sector survey results**

Table 98 presents the largest, statistically most significant (*P value* of <0.05) differences in the current know-how of Finnish private sector respondents and Estonian respondents.

Regarding the leadership know-how requirements, it seemed that Finnish respondents possessed slightly more know-how in competencies "3. I have good interaction skills", "5. I know how to manage entities" and "7. I have good problem solving skills", while Estonians self-assessed their own know-how better in competency concerning organisation's cultural impact on its effectiveness. The most significant difference was in interaction skills, in which Finnish respondents self-assessed their skills much higher than their Estonian counterparts.

In social and health care organisations leadership know-how requirements, Estonian respondents self-assessed their skills better in three competencies: "6. I am able to utilize social- and healthcare research in my work", "8. I master healthcare economics theories and applications" and "12. I can take into account the professional standards and codes of ethical behaviour in my work", while Finnish respondents assessed their skills better in only one competence, "9. I master the field of accreditation and monitoring agencies and their interrelationships". The most significant difference was found in competency 12, which indicated that the Estonian respondents felt they had better skills in following professional standards and codes of ethical behaviour at work.

Estonian respondents also felt slightly more confident in their ability to communicate the objectives inside the organisation and to ensure their actualisation (managing strategy: 9) than Finnish respondents. The results were also similar with change management skill regarding how to manage change operations/actions and support personnel during changes (change management: 5).

However, when it comes to network management and financial resource management skills, Finnish respondents self-assessed their own skills as being much better than Estonians. In network management skills, networking with colleagues (5) and knowing how to utilise networks in developing the organisation's activities (6), Finnish respondents assessed their skills as statistically significantly better, although the differences in the "means" among the country groups were not that large (3.98 vs. 3.41 and 3.82 vs. 3.22).

In financial resource management skills, Finnish respondents assessed their skills as being statistically significantly much better in eight different competencies, which shows an apparent large knowledge gap in financial resource management skills between Finnish and Estonian social and health care managers. In general, Estonian managers self-assessed these skills as being relatively low compared to any other management area domains in the survey (see the "means": <3 in all eight competencies).

When it comes to the communication and performance management domains, Estonian respondents felt statistically more competent in one competence in both domains. In communication management domain skill, how to formulate internal communication strategy (3) was assessed as being clearly higher among Estonian respondents. The largest, statistically most significant difference in the whole survey between Finnish and Estonian respondents was found in the performance management skill related to knowledge of performance measures and how to develop them (3). The Finns seemed to lack this skill, while the Estonians assessed their skills as being relatively high in this competency.

Estonian respondents' skills were self-assessed as being higher also with two competencies in both managing data management processes (1 and 5), and in managing personnel processes (1 and 2). Especially the data management process skills related to mastering the possibilities to utilise IT in the organisation (1: 4.03 vs. 3.49) and mastering the information confidentiality and security requirements (2: 4.37 vs. 3.88) were self-assessed as being higher among the Estonian respondents.

In the quality management domain, Finnish managers self-assessed their own skills as being statistically significantly higher than the Estonians in one competence – how to determine the organisation's quality objectives (3: 3.49 vs. 3.03). Finnish managers also felt slightly more competent in the managing work community skill of how to utilise employee feedback in developing the work community (9), although the "mean" difference between the groups was very small (4.14 vs. 3.93).

**Table 77 Largest differences in the current know-how between Finnish private sector-sector respondents and Estonian public sector respondents**

<b>COMPETENCE</b>				
<b>LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
2. I understand how an organisation's culture impacts its effectiveness	6.509	.012	3.80	4.14
3. I have good interaction skills	16.040	.000	4.23	3.69
5. I know how to manage entities	7.352	.007	4.05	3.7
7. I have good problem-solving skills	4.743	.031	4.04	3.76
<b>SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
6. I am able to utilise social and health care research (findings) in my work	4.333	.039	3.25	3.59
8. I have mastered health care economics theories and applications	7.095	.008	2.33	2.73
9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	5.225	.023	2.96	2.6
12. I can take into account the professional standards and codes of ethical behaviour in my work	15.173	.000	3.86	4.38
<b>MANAGING STRATEGY</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
9. I know how to communicate the objectives inside the organisation and ensure their actualisation	5.165	.024	3.66	3.95
<b>CHANGE MANAGEMENT</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
5. I know how to manage change operations/actions and support personnel during changes	7.472	.007	3.71	4.04
<b>NETWORK MANAGEMENT /MANAGING NETWORKS</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
2. I know how to build trust and cooperation with the organisation's interest groups	7.771	.006	3.89	3.47
5. I know how to network with professional colleagues	13.158	.000	3.98	3.41
6. I know how to utilise networks in developing the organisation's activities	16.175	.000	3.82	3.22
<b>FINANCIAL RESOURCE MANAGEMENT</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
2. I have mastered the methods of cost accounting and pricing	6.004	.015	2.67	2.25
3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	8.250	.005	3.19	2.67
8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	10.721	.001	3.16	2.59
10. I have mastered the planning of goods and service procurement	14.358	.000	3.17	2.45
11. I know how to write/draw up a call for tenders/bids	22.211	.000	3.25	2.32
12. I know how to compare tenders and how to choose the most suitable supplier	14.149	.000	3.54	2.81
13. I know how to manage supplier contracts	12.590	.001	2.89	2.22
14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	11.426	.001	3.33	2.64

<b>COMMUNICATION MANAGEMENT</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
2. I know how to formulate internal communication strategy (what is communicated and by which channels)	13.256	.000	3.37	3.89
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
1. I have mastered the possibilities to utilise information technology in the organisation	15.099	.000	3.49	4.03
5. I have mastered the information confidentiality and security requirements	12.828	.000	3.88	4.37
<b>QUALITY MANAGEMENT</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
3. I know how to determine the organisation's quality objectives	8.833	.003	3.49	3.03
<b>MANAGING WORK COMMUNITIES</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
9. I know how to utilise employee feedback in developing the work community	4.041	.046	4.14	3.93
<b>PERFORMANCE MANAGEMENT</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	51.537	.000	2.98	4.05
<b>MANAGING PERSONNEL PROCESSES</b>	<b>F-value</b>	<b>Pr&gt;f</b>	<b>Finnish mean</b>	<b>Estonian mean</b>
1. I have mastered the labour code and regulations	5.241	.023	3.19	3.53
2. I have mastered work safety and occupational health issues	5.703	.018	3.36	3.73

## 4.2 Differences between Finnish and Estonian public sector results

Table 77 presents the largest, statistically most significant (*P value* of <0.05) differences in the current know-how of Finnish public sector respondents and Estonian respondents.

The results comparing Finnish and Estonian public sector managers were completely different than the results comparing Finnish private sector managers with Estonian public sector managers. While Estonian public sector managers self-assessed their current skills higher than did Finnish private sector managers in several competencies, when their skills were compared to Finnish public sector managers, there were only three competencies where they felt more competent: I know how to formulate internal communication strategy (what is communicated and by which channels), I have mastered the possibilities to utilise information technology in the organisation, and I know/I am acquainted with performance measures/metrics and I know how to develop them.

In the rest of the competencies, Finnish public sector managers self-assessed their current skills higher than did Estonian respondents.

**Table 78. Largest differences in the current know-how between Finnish and Estonian public sector respondents**

LKR	LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS				
SHLKR	SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS				
MS	MANAGING STRATEGY				
ChaM	CHANGE MANAGEMENT				
NetM	NETWORK MANAGEMENT/MANAGING NETWORKS				
FRM	FINANCIAL RESOURCE MANAGEMENT				
ComM	COMMUNICATION MANAGEMENT				
MSCP	MANAGING SALES AND CUSTOMER PROCESSES				
MDMP	MANAGING DATA MANAGEMENT PROCESSES				
QuaM	QUALITY MANAGEMENT				
MWC	MANAGING WORK COMMUNITIES				
PerM	PERFORMANCE MANAGEMENT				
MKH	MANAGING KNOW-HOW				
MPP	MANAGING PERSONNEL PROCESSES				
<b>CURRENT KNOW-HOW</b>					
Management domain	Competency	Estonia (average)	Finland (average)	F-ratio	Sig.
LKR	1. I am acquainted with leadership theories and concepts	3.46	3.85	9.0	0.003
LKR	3. I have good interaction skills	3.78	4.13	7.0	0.009
LKR	5. I know how to manage entities	3.79	4.24	20.0	0.000
LKR	6. I have good organising skills	3.87	4.15	4.6	0.034
LKR	7. I have good problem-solving skills	3.8	4.04	4.4	0.038
LKR	9. I know how to take into account the organisation's values and principles in my work	3.99	4.26	5.2	0.024
LKR	12. I know how to delegate	3.52	4.05	9.3	0.003
SHLKR	9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	2.66	3.09	5.0	0.026
MS	4. I know how to define the organisation's mission and objectives	3.92	4.2	4.1	0.046
MS	8. I know how to concretise strategy into practical objectives	3.36	3.87	9.1	0.003
MS	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	3.95	4.2	4.0	0.046
MS	10. I know how to follow the actualising of the objectives	3.99	4.33	7.6	0.007
ChaM	3. I know how to argue/rationalise/justify the need for change to the personnel	4.07	4.31	5.8	0.018
ChaM	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	3.71	4.02	4.5	0.037
ChaM	6. I know how to monitor and evaluate the implementation of the change	3.9	4.24	7.8	0.006
NetM	2. I know how to build trust and cooperation with the organisation's interest groups	3.51	4.04	10.3	0.002
NetM	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	3.73	4.21	8.9	0.003
NetM	4. I know how to manage networks of experts	2.94	3.35	5.4	0.022
NetM	5. I know how to network with professional colleagues	3.48	4.34	28.4	0.000
NetM	6. I know how to utilise networks in developing the organisation's activities	3.26	4.17	35.0	0.000
FRM	1. I have mastered the methods of budgeting and financial planning	2.63	3.06	4.6	0.034
FRM	3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	2.76	3.7	22.6	0.000
FRM	4. I know how to measure and monitor financial results with respect to objectives	2.83	3.47	9.4	0.003
FRM	8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	2.62	3.21	8.1	0.005

FRM	10. I have mastered the planning of goods and service procurement	2.56	3.23	8.2	0.005
FRM	11. I know how to write/draw up a call for tenders/bids	2.43	3.23	11.5	0.001
FRM	12. I know how to compare tenders and how to choose the most suitable supplier	2.94	3.6	7.9	0.006
FRM	13. I know how to manage supplier contracts	2.32	3	8.9	0.003
FRM	14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	2.79	3.36	5.9	0.017
ComM	2. I know how to formulate internal communication strategy (what is communicated and by which channels)	3.89	3.53	4.8	0.030
ComM	7. I can produce written communication material (e.g. meeting memos, reports, communication design)	3.8	4.21	6.6	0.012
ComM	8. I have good oral communication and presentation skills	3.56	3.91	4.0	0.047
MDMP	1. I have mastered the possibilities to utilise information technology in the organisation	4.08	3.57	11.7	0.001
MDMP	4. I know how to ensure that staff have the requisites to use information systems	3.62	4.06	6.2	0.014
QuaM	3. I know how to determine the organisation's quality objectives	3.03	3.55	7.6	0.007
MWC	2. I know how to build teams	4	4.36	9.1	0.003
MWC	4. I know how to manage multiprofessional teams	3.78	4.34	20.0	0.000
MWC	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	3.81	4.17	6.8	0.010
MWC	8. I know how to give constructive feedback to employees/personnel	3.93	4.23	4.8	0.030
MWC	9. I know how to utilise employee feedback in developing the work community	3.93	4.36	12.8	0.000
PerM	1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	3.91	4.21	5.3	0.023
PerM	2. I know how to set objectives at the team and individual level	3.93	4.3	9.0	0.003
PerM	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	4.15	3.45	20.4	0.000
PerM	5. I know how to give performance feedback at the team and individual level	3.93	4.26	5.1	0.026
MPP	3. I know how to determine employee job descriptions	3.82	4.51	21.8	0.000
MPP	5. I know how to recruit and select new employees	4.05	4.57	17.2	0.000
MPP	6. I know how to organise new employees' introduction	4.19	4.51	8.9	0.003
MPP	7. I know how to motivate and indent employees	3.89	4.19	5.8	0.018
	Respondents' age	2.92	3.28	8.8	0.004

## 5 Main findings and conclusions of the survey results

This last chapter briefly summarises the main findings of the Finnish and Estonian survey results. The study involved a survey of practicing social and health care managers and the development of a survey questionnaire. The questionnaire aimed to map out the current know-how and to update the training needs of social and health care managers in Finland and Estonia. The overall findings and results were somewhat mixed and confusing. It is also extremely important to notice that the ranking of these competencies by managers was subjective and based on a self-assessment that was not externally validated by their own managers or any external audits.

The survey questionnaires differed in a few respects between Finland and Estonia. In both questionnaires, respondents were asked to self-assess their current know-how in each competency statement on a similar scale. But while in the Finnish survey, respondents were asked to provide the information regarding their own willingness to update their training, in the Estonian survey this scale was substituted with a scale related to the importance of the know-how. The questionnaire designs were also slightly different and the Estonian survey questionnaire was shorter than the Finnish version. These differences naturally limit a full comparison between the samples.

The Finnish and Estonian surveys also had considerably different response rates. In the Finnish private sector-sector survey, the response rate was 69%, and in the Finnish public sector-sector survey it was 47%. But in the Estonian survey it was only 39%. However, the sample was much larger in the Estonian survey, and thus more replies were received than with the Finnish surveys.

### ***Finnish private sector survey***

Nearly all of the Finnish private sector survey respondents were between 26 and 55 years old (> 95%), had more than 10 years of work experience in the social and health care industry (~ 58%), and had between 1 and 20 subordinates (~47%).

The results of the survey were mostly interesting. Survey participants self-assessed their current know-how as being generally very high across the management areas and competencies, but still indicated a relatively high need for updating training in nearly all competencies surveyed. In addition, the respondents' self-assessed need for updating training differed a lot from the senior managers' view that appeared during the interviews conducted before the survey. While senior managers reported financial management needs as being most urgent, it was estimated as only the eighth most important management training area by respondents.

At the same time, the respondents assessed training-related quality management, social and health care organisations management know-how requirements, strategy management, change management and performance management as the most urgent areas for updating training. However, there were large and varying differences among the respondents, which naturally



affected the replies. It is obvious that the skill requirements differ across the different managerial positions and organisations in the social and health care industry. In general, there is a need for all kinds of updating training in the industry, depending on the organisation and the managers' positions. However, the largest needs were in quality management, in which the respondents had self-assessed as their largest know-how deficits and also one of the strongest updating training needs among the management domains.

The results of the private sector survey revealed that the need for updating training depended on the age and work experience of the respondents. With only very few exceptions, the younger and less experienced respondents reported more urgent training needs than the older and more experienced respondents. Gained work experience also correlated positively with the current know-how of the respondents. More experienced respondents reported generally clearly better skills than less experienced respondents.

Managers rated their current skills strongest in the competencies related to the managing work communities, followed by the general leadership requirements and change management. The largest current know-how deficits were expressed in the competencies related to quality management, financial resource management, and social and health care organisations leadership requirements. There were also many respondents who chose the alternatives in the middle of the scale (agree – neither – disagree) rather than the extreme alternatives (strongly disagree vs. strongly agree), which suggests that they might lack confidence in their abilities.

### ***Finnish public sector survey***

Most of the Finnish public sector respondents were older than 40 and there were no respondents younger than 25 years old. The age range was also reflected in the work experience in social and health care, as nearly 90% had more than 10 years of experience. Around half of the managers had more than 20 subordinates.

The results for managers' current know-how and interest in updating training gave similar findings as in the private sector-sector survey. Public sector survey participants self-assessed their current know-how as being generally very high (even higher than the private sector-sector) across management areas and competencies, but still indicated a relatively high interest in updating training in nearly all competencies.

Public sector managers felt most competent in the skills of managing work communities, change management, and general leadership requirements, in which more than 80% had self-assessed as good current skills. On the other hand, managers recognised their largest deficits to be in quality management and financial resource management skills, in which both less than half of the respondents had self-assessed good skills.

Quality management skills was also the area of most interest for updating training among the respondents, as more than two-thirds were interested in quality management training. However,

financial resource management skills was only the fourth most interested updating training area, as skills related to change management and social and health care organisations leadership know-how requirements were of more interest to the respondents.

The results regarding respondents' background characteristics in the public sector survey revealed findings almost opposite to the private sector survey results. While in the private sector survey, younger respondents had self-assessed lower skills than older colleagues, in the public sector survey this was the opposite. Younger respondents felt more competent and, moreover, older respondents were more interested in updating training.

When analyzing the results, it is good to notice the same issue as in the private sector survey – the large and varying differences among the respondents that affect their views. It is obvious that the skill requirements differ across different managerial positions and organisations in the social and health care industry, and thus the interest in updating training also varies depending on the position and organisation. In general, there is a need for all kinds of updating training in the industry, depending on the organisation and managers' positions.

### ***Differences between Finnish private sector and public sector managers***

The differences between Finnish private sector and public sector managers were large. Public sector managers self-assessed their current know-how generally much higher than their private sector peers. There were only two competencies where private sector managers had statistically significantly higher skills. On the other hand, the private sector respondents were more interested in updating training in some competencies, while the public sector managers were not. Public sector managers were also much older and had longer work experience than private sector respondents.

### ***Estonian public sector survey***

Most of the Estonian survey respondents were females (~85%) between 40 and 55 years old (~55%) and had more than 10 years of work experience in the social and health care industry (~51%). More than two-thirds of the respondents had more than 20 subordinates (~68%) and were working as nurse managers (~51%). The respondents were from large public sector organisations: 70% were working in an organisation with more than 1,000 employees. Nearly 90% of the respondents worked in a health service organisation, and only slightly more than 10% worked in a social care organisation.

In the Estonian public sector survey the most well-managed competencies were found to be performance management, change management, managing data management processes, managing work communities and managing personnel processes. The largest deficits in turn were identified in quality management, financial resource management, network management, managing strategy, and social and health care organisations leadership know-how requirements. Managing data management processes, leadership management and performance management were seen as the most important competencies. According to the results of the survey and

interviews of the senior managers, the training needs are mostly related to financial resource management, quality management, network management, communication management, managing strategy, and social and health care organisations leadership know-how requirements.

The largest differences between the health service and social care organisations were found in the social and health care organisations leadership requirements and in the managing data management processes. Female respondents self-assessed their current skills as being significantly higher than did male respondents. Managers with more subordinates self-assessed their current know-how as being better and also perceived competencies to be more important than did managers with fewer subordinates. Nursing managers self-assessed their current skills better and perceived competencies to be more important than did managers with a doctoral background or managers from treatment, diagnostics, and administrative and financial management.

### ***Estonian private sector survey***

Most of the Estonian private sector survey respondents were females (~85%) between 40 and 55 years old (~60%) and had more than 10 years of work experience in the social and health care industry (~46%). About half of the respondents had 1-5 subordinates (~46%) and were practicing as a doctor in addition to their managerial work (77%). The respondents were also from small private sector organisations, as 75% were working in an organisation with less than 25 employees. 100% of the respondents were working in a health service organisation.

In the Estonian private sector the most well-managed competencies were managing data management processes, social and health care organisations leadership/management know-how requirements, managing work communities and managing personnel processes and the largest deficits were found in quality management, managing strategy, financial resource management, communication management, performance management and network management. Managing data management processes, managing work communities, change management, leadership know-how requirements and communication management were found to be the most important competencies.

### ***Largest differences between Finnish private sector respondents and Estonian public sector respondents***

Although comprehensive variance analysis between the samples could not be carried out, some differences were found in the 106 specific competencies related to respondents' current know-how included in the comparative analysis. In general, in some competencies, Finnish private sector manager self-assessed their skills as being better, while in other competencies, Estonians did so. Regarding leadership know-how requirements, it seemed that Finnish respondents possessed slightly more know-how than their Estonian counterparts, while in the social and health care organisations leadership know-how requirements, the Estonian respondents self-assessed their skills as being stronger. Large differences were not found in managing strategy or change management. However, when it comes to network management and financial resource

management skills, the Finnish respondents self-assessed their own skills as being much better than did the Estonians.

Especially in financial resource management, Finnish respondents assessed their skills significantly as much better in eight different competencies, which proved how large a knowledge gap there is between Finnish and Estonian social and health care managers in financial resource management skills.

When it comes to the communication and performance management domains, Estonian respondents felt statistically more competent in one competence in both domains. The largest, statistically most significant difference in the whole survey between Finnish and Estonian respondents was found in the performance management skills related to knowledge of performance measures and how to develop them. While Estonians assessed their skills as being relatively high in this competency, Finnish seemed to lack these skills.

The Estonian respondents' skills were self-assessed as being higher also in two competencies in both managing data management processes and in managing personnel processes, but in quality management and managing work community domains, Finnish managers self-assessed their own skills as being higher than Estonians in one competence.

### ***Largest differences between Finnish and Estonian public sector respondents***

The results of the comparison between public sector managers in Finland and Estonia differed significantly from the comparison results between Finnish private sector and Estonian public sector respondents. While Estonian public sector-sector managers self-assessed their current skills higher than Finnish private sector managers in several competencies, this was not the case with Finnish public sector managers. There were only three competencies where Estonian managers felt more competent than their Finnish colleagues, and in the rest of the competencies Finnish managers had self-assessed their skills as being higher.

In conclusion, the survey results revealed that managers perceived their current know-how as being relatively good across the different managerial activities in the social and health care industry. Moreover, the competencies that were presented were perceived as important, with only few exceptions. Regardless of the survey participants' good current know-how across competencies, updating training needs were still extremely strong across the same competencies.

# Appendices

## Appendices (Finland)

Appendix A. Statistically significant differences in the private sector; grouping variable = number of subordinates

	"UTN" in front of the competency statement refers to the updating training. "CK" refers to the current know-how.							
MANAGEMENT DOMAIN	COMPETENCY	F-value	Pr>F	No subordinates	1-5 subordinates	6-10 subordinates	11-20 subordinates	over 20 subordinates
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	UTN: 1. I am acquainted with leadership theories and concepts	2.643	.040	3.53	3.31	4.33	4.30	3.64
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	UTN: 4. I can work goal-directed	2.752	.034	2.94	2.94	3.67	3.80	3.64
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	UTN: 5. I know how to manage entities	2.661	.039	3.00	3.13	3.73	4.00	3.60
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	UTN: 8. I can handle conflicts	2.962	.025	3.59	3.31	4.27	4.20	3.92
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 1. I have mastered social and health care and medical concepts and terminologies	4.485	.003	2.71	3.56	3.93	3.80	4.04
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 2. I am acquainted with the societal social and health care environment	3.241	.016	3.24	3.94	3.87	3.90	4.16
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 5. I am acquainted with treatment standards and their implications/meaning in my work	2.673	.038	2.82	3.19	3.80	4.20	3.48
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 7. I have mastered the legislation related to social and health care	4.121	.004	2.65	3.38	3.60	3.50	3.76
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 12. I can take into account the professional standards and codes of ethical behaviour in my work	3.845	.007	3.06	3.88	4.27	4.50	3.88
SOCIAL AND HEALTH CARE ORGANISATIONS	CK: 14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	7.579	.000	2.71	3.88	4.13	4.10	3.68
SOCIAL AND HEALTH CARE ORGANISATIONS	CK:15. I recognise the risks related to patient safety and I can manage/master them	5.186	.001	3.00	3.75	4.07	4.20	4.04
SOCIAL AND HEALTH CARE ORGANISATIONS	UTN: 7. I have mastered the legislation related to social and health care	2.952	.025	3.82	3.06	3.93	4.00	4.04
MANAGING STRATEGY	CK: 9. I know how to communicate the objectives inside the organisation and ensure their actualisation	3.605	.009	3.24	3.25	3.60	4.00	4.12
CHANGE MANAGEMENT	CK: 3. I know how to argue/rationalise/justify the need for change to the personnel	4.670	.002	3.29	4.06	3.60	4.10	4.40
CHANGE MANAGEMENT	CK: 4. I know how to plan change operations /actions and the organisation's current state and resources	5.554	.001	3.06	3.88	3.13	3.80	4.16
CHANGE MANAGEMENT	CK: 5. I know how to manage change	4.205	.004	3.06	3.75	3.47	4.00	4.16

	operations/actions and support personnel during changes							
<b>NETWORK MANAGEMENT</b>	CK: 2. I know how to build trust and cooperation with the organisation's interest groups	2.927	.026	3.29	4.25	3.73	4.00	4.12
<b>FINANCIAL RESOURCE MANAGEMENT</b>	CK: 7. I know how to assess the need for equipment investments and their effects on the organisation's finances	2.929	.026	2.53	3.19	2.93	3.50	3.60
<b>FINANCIAL RESOURCE MANAGEMENT</b>	CK: 10. I have mastered the planning of goods and service procurement	4.175	.004	2.65	3.69	2.80	2.80	3.56
<b>FINANCIAL RESOURCE MANAGEMENT</b>	UTN: 4. I know how to measure and monitor financial results with respect to objectives	2.957	.025	4.12	2.69	3.80	3.80	4.04
<b>COMMUNICATION MANAGEMENT</b>	CK: 6. I have mastered the patient communication systems and practices	4.295	.003	2.76	3.88	3.40	4.10	4.00
<b>COMMUNICATION MANAGEMENT</b>	CK: 7. I can produce written communication material (e.g. meeting memos, reports, communication design)	2.619	.041	3.71	4.44	3.47	4.30	4.20
<b>MANAGING SALES AND CUSTOMER PROCESSES</b>	CK: 9. I know how take into account the requirement of multiculturalism in nursing	3.037	.022	2.82	3.31	3.67	3.40	3.52
<b>MANAGING SALES AND CUSTOMER PROCESSES</b>	CK: 10. I have mastered customer feedback systems and metrics	3.803	.007	3.41	3.44	4.00	3.30	3.60
<b>MANAGING SALES AND CUSTOMER PROCESSES</b>	CK: 12. I know how to handle customer claims/reclamations	2.804	.031	3.18	3.13	3.67	3.00	3.16
<b>MANAGING SALES AND CUSTOMER PROCESSES</b>	CK: 15. I know how to solve conflicts between patients and personnel	4.945	.001	2.88	3.25	3.73	3.10	3.32
<b>MANAGING PERSONNEL PROCESSES</b>	CK: 7. I know how to motivate and indent employees	3.594	.010	3.65	4.50	3.73	4.30	3.88
<b>MANAGING PERSONNEL PROCESSES</b>	UTN: 6. I know how to organise new employees' introduction	3.078	.021	3.82	2.81	3.80	3.50	3.16
<b>MANAGING PERSONNEL PROCESSES</b>	UTN: 12. I have mastered joint action practices and layoffs	2.639	.040	2.88	2.69	4.13	3.60	3.76
<b>QUALITY MANAGEMENT</b>	UTN: 1. I have mastered the quality improvement theories and frameworks	3.985	.005	3.65	2.75	4.40	4.10	3.56
<b>QUALITY MANAGEMENT</b>	UTN: 2. I have mastered the organisation's quality/service level definition tools and techniques	2.765	.033	3.35	2.81	4.13	4.10	3.76
<b>PERFORMANCE MANAGEMENT</b>	UTN: 4. I know how to monitor and challenge the realisation of objectives at the team and individual level	2.642	.040	3.82	2.75	3.80	4.00	3.76

Appendix B. Statistically significant differences in the private sector; grouping variable = work experience

MANAGEMENT DOMAIN CK: Current know-how UTN: Updating training need	COMPETENCE	F-value	Pr>F	Less than 3 years	4-9 years	More than 10 years
UTN:LEADERSHIP/MANAGEMENT	1. I am acquainted with leadership theories	3.148	.048	4	4.15	3.51

<b>KNOW-HOW REQUIREMENTS</b>	and concepts					
<b>UTN:LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	2. I understand how an organisation's culture impacts its effectiveness	3.557	.033	3.71	3.96	3.33
<b>UTN:LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	7. I have good problem-solving skills	4.196	.018	3	3.96	3.31
<b>UTN:LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	12. I know how to delegate	3.942	.023	3.71	4	3.35
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	1. I have mastered social and health care and medical concepts and terminologies	4.056	.021	2.86	3.33	3.9
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	6. I am able to utilise social and health care research (findings) in my work	3.899	.024	2.29	3.11	3.47
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	7. I have mastered the legislation related to social and health care	4.039	.021	2.57	3.26	3.59
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	8. I have mastered health care economics theories and applications	6.377	.003	1.86	1.89	2.63
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	12. I can take into account the professional standards and codes of ethical behaviour in my work	4.203	.018	2.86	3.7	4.08
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	13. I keep abreast of the body of knowledge in social and health care / I stay up to date with the professional requirements in social and health care	3.176	.047	2.71	3.56	3.78
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	8.001	.001	2.57	3.44	3.92
<b>CK:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	15. I recognise the risks related to patient safety and I can manage/master them	7.357	.001	2.71	3.67	4.02
<b>UTN:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	2. I am acquainted with the societal social and health care environment	3.886	.025	3.86	4.04	3.47
<b>UTN:SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b>	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	3.393	.038	2.86	3.85	3.82
<b>CK:NETWORK MANAGEMENT /MANAGING NETWORKS</b>	7. I know how to network with international actors	3.967	.023	3.57	2.33	2.45
<b>UTN:FINANCIAL RESOURCE MANAGEMENT</b>	9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	3.391	.039	4.29	3.37	2.84
<b>UTN:FINANCIAL RESOURCE MANAGEMENT</b>	10. I have mastered the planning of goods and service procurement	5.954	.004	4.29	3.56	2.78
<b>UTN:FINANCIAL RESOURCE MANAGEMENT</b>	11. I know how to write/draw up a call for tenders/bids	3.469	.036	4.29	3.11	2.76
<b>UTN:FINANCIAL RESOURCE MANAGEMENT</b>	14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	3.701	.029	4.29	3.19	2.86
<b>CK:COMMUNICATION MANAGEMENT</b>	6. I have mastered the patient communication systems and practices	5.608	.005	2.43	3.48	3.88
<b>UTN:COMMUNICATION MANAGEMENT</b>	2. I know how to formulate internal communication strategy (what is communicated and by which channels)	3.406	.038	2.29	3.74	3.41
<b>CK:MANAGING SALES AND CUSTOMER PROCESSES</b>	8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment and caring process	5.424	.006	3.00	4.15	4.24

CK:MANAGING SALES AND CUSTOMER PROCESSES	9. I know how take into account the requirement of multiculturalism in nursing	3.933	.023	2.71	3.74	3.73
CK:MANAGING SALES AND CUSTOMER PROCESSES	10. I have mastered customer feedback systems and metrics	4.996	.009	2.29	3.63	3.33
CK:MANAGING SALES AND CUSTOMER PROCESSES	15. I know how to solve conflicts between patients and personnel	3.327	.041	3.00	3.85	4.06
UTN:MANAGING SALES AND CUSTOMER PROCESSES	3. I know how to form tenders for call of tenders	3.191	.046	3.43	3.52	2.63
UTN:MANAGING SALES AND CUSTOMER PROCESSES	9. I know how take into account the requirement of multiculturalism in nursing	3.871	.025	2.29	3.30	3.53
UTN:MANAGING SALES AND CUSTOMER PROCESSES	15. I know how to solve conflicts between patients and personnel	3.117	.050	2.14	3.30	3.41
CK:MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	3.489	.035	2.71	3.67	3.94
UTN:MANAGING PERSONNEL PROCESSES	10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	3.465	.036	3.86	3.30	2.65
CK:MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	3.428	.037	3.14	3.44	3.92
UTN:MANAGING WORK COMMUNITIES	6. I know how to create a supportive atmosphere within the work community	3.192	.046	3.57	3.93	3.31
UTN:PERFORMANCE MANAGEMENT	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	3.316	.041	4.14	3.93	3.29
UTN:PERFORMANCE MANAGEMENT	5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	3.399	.038	3.43	3.59	2.84

#### Appendix C. Updating training needs in the private sector by competencies in decreasing order

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>	Updating training needs (per cent of respondents indicating need)
1. SHLR:3. I have mastered social and health care service production	77.1%
2. LR:8. I can handle conflicts	76.8%
3. MPP:1. I have mastered the labour code and regulations	76.8%
4. MS:2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	76.3%
5. SHLR:7. I have mastered the legislation related to social and health care	75.9%
6. MS:1. I can collect and analyze data to form the basis of the strategy	75.6%
7. FRM:1. I have mastered the methods of budgeting and financial planning	75.0%
8. QM:1. I have mastered the quality improvement theories and frameworks	75.0%
9. QM:7. I have mastered the metrics of the quality measurement	74.7%
10. QM:2. I have mastered the organisation's quality/service level definition tools and techniques	74.1%
11. MDMP:1. I have mastered the possibilities to utilise information technology in the organisation	73.8%
12. LR:1. I am acquainted with leadership theories and concepts	73.2%
13. SHLR:9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	73.2%
14. FRM:5. I have mastered the central productivity measures/metrics	73.2%
15. MPP:2. I have mastered work safety and occupational health issues	73.2%



16.	SHLR:10. I am acquainted with funding and payment mechanisms of the health care system	72.8%
17.	SHLR:11. I have mastered the contractual practices of social and health care (industry)	72.8%
18.	FRM:3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	72.8%
19.	FRM:4. I know how to measure and monitor financial results with respect to objectives	72.8%
20.	LR:10. I can accomplish/achieve change in the organisation	71.1%
21.	QM:4. I know how to plan the quality system for the organisation	71.1%
22.	SHLR:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	70.2%
23.	CHM:6. I know how to monitor and evaluate the implementation of the change	70.0%
24.	MS:6. I know how to formulate service and product strategy	69.5%
25.	MS:7. I know how to formulate competitor strategy	69.5%
26.	MWC:1. I know how to commit a work community into the organisation's objectives and procedures	69.5%
27.	FRM:2. I have mastered the methods of cost accounting and pricing	69.1%
28.	PM: 4. I know how to monitor and challenge the realisation of objectives at the team and individual level	69.1%
29.	PM: 3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	68.7%
30.	MWC:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	68.3%
31.	CHM:5. I know how to manage change operations/actions and support personnel during changes	67.9%
32.	SHLR:2. I am acquainted with the societal social and health care environment	67.5%
33.	QM:6. I have mastered the requirements and principles of certification of the organisation's systems and activities	67.5%
34.	CM:9. I have good negotiation skills	67.1%
35.	SHLR:4. I stay abreast/up to date with social and health care trends	67.1%
36.	SHLR:8. I have mastered health care economics theories and applications	67.1%
37.	MPP:12. I have mastered joint action practices and layoffs	67.1%
38.	CHM:2. I know how to determine objectives for the change	66.7%
39.	QM:5. I have mastered the principles of quality training and certification	66.3%
40.	SHLR:13. I keep abreast of the body of knowledge in social and health care / I stay up to date with the professional requirements in social and health care	65.9%
41.	MS:5. I know how to evaluate alternative strategies	65.9%
42.	PM: 2. I know how to set objectives at the team and individual level	65.9%
43.	MWC:10. I know how to reconcile internal conflicts in the work community	65.4%
44.	MS:8. I know how to concretise strategy into practical objectives	65.1%
45.	MKH:1. I know how to determine the organisation's know-how requirements	65.0%
46.	MKH:4. I know how to fully utilise the personnel' s existing know-how	65.0%
47.	CHM:4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	64.6%
48.	QM:3. I know how to determine the organisation's quality objectives	64.6%
49.	MS:3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	63.9%
50.	MDMP:7. I know how to interpret and utilise information produced by information systems in my work	63.4%
51.	MWC:8. I know how to give constructive feedback to employees/personnel	63.4%
52.	SHLR:15. I recognise the risks related to patient safety and I can manage/master them	63.1%
53.	LR:2. I understand how an organisation's culture impacts its effectiveness	63.0%
54.	CM:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	63.0%
55.	MWC:3. I know how to develop/improve the wellness of the work community	63.0%
56.	MS:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	62.7%
57.	NM:1. I know how to build strategic networks that are beneficial for the organisation	62.7%

58.	MSCP:10. I have mastered customer feedback systems and metrics	62.7%
59.	MS:10. I know how to follow the actualising of the objectives	62.2%
60.	CM:1. I know how to formulate external communication strategy (what is communicated, to whom, and by which channels)	62.2%
61.	CM:5. I know how to develop and maintain internal communications	62.2%
62.	CHM:1. I know how to notice and determine the need for change	61.7%
63.	MPP:11. I have mastered employee satisfaction measurement and improvement techniques and procedures	61.7%
64.	SHLR:6. I am able to utilise social and health care research (findings) in my work	61.4%
65.	LR:6. I have good organising skills	61.3%
66.	SHLR:5. I am acquainted with treatment standards and their implications/meaning in my work	61.0%
67.	NM:4. I know how to manage networks of experts	61.0%
68.	CM:8. I have good oral communication and presentation skills	61.0%
69.	MPP:7. I know how to motivate and indent employees	61.0%
70.	FRM:6. I have mastered the basics of financial management and auditing	60.5%
71.	MKH:3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	60.0%
72.	CHM:3. I know how to argue/rationalise/justify the need for change to the personnel	59.3%
73.	MWC:2. I know how to build teams	59.3%
74.	LR:12. I know how to delegate	59.0%
75.	PM: 5. I know how to give performance feedback at the team and individual level	58.5%
76.	CM:4. I know how to plan the implementation and resources of internal communication strategy	58.5%
77.	MPP:8. I know how to monitor employee performance and how to organise supervision of work	58.5%
78.	LR:5. I know how to manage entities	58.0%
79.	FRM:7. I know how to assess the need for equipment investments and their effects on the organisation's finances	58.0%
80.	NM:2. I know how to build trust and cooperation with the organisation's interest groups	57.3%
81.	CM:10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	57.3%
82.	MWC:4. I know how to manage multiprofessional teams	57.3%
83.	MWC:6. I know how to create a supportive atmosphere within the work community	57.3%
84.	LR:7. I have good problem-solving skills	56.8%
85.	NM:6. I know how to utilise networks in developing the organisation's activities	55.6%
86.	FRM:9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	55.6%
87.	MKH:2. I know how to define the principles, how the needed know-how can be acquired (e.g. training, from external experts)	55.6%
88.	MSCP:11. I know how to organise customer satisfaction measurement and how to analyze the results	55.0%
89.	MPP:9. I know how to dimension personnel resources with respect to objectives	55.0%
90.	CM:3. I know how to plan the implementation and resources of external communication strategy	54.9%
91.	PM: 1. I know how to familiarise personnel with the organisation's mission, strategic objectives and values	54.9%
92.	LR:4. I can work in a goal-directed way	54.3%
93.	CM:6. I have mastered the patient communication systems and practices	54.3%
94.	MS:4. I know how to define the organisation's mission and objectives	54.2%
95.	MWC:9. I know how to utilise employee feedback in developing the work community	53.7%
96.	MPP:5. I know how to recruit and select new employees	53.7%
97.	SHLR:1. I have mastered social and health care and medical concepts and terminologies	53.0%
98.	FRM:8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	52.5%
99.	MDMP:3. I have mastered the characteristics of the clinical information systems and software	52.5%

100. MPP:4. I know how to create work plans	52.5%
101. NM:7. I know how to network with international actors	52.4%
102. MDMP:8. I stay abreast/up to date with technology trends and new clinical applications	52.4%
103. MSCP:9. I know how take into account the requirement of multiculturalism in nursing	52.4%
104. FRM:12. I know how to compare tenders and how to choose the most suitable supplier	51.9%
105. MSCP:2. I know how to follow the demand situation (e.g. public sector procurement requests)	51.2%
106. NM:5. I know how to network with professional colleagues	50.6%
107. SHLR:12. I can take into account the professional standards and codes of ethical behaviour in my work	50.0%
108. NM:3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	50.0%
109. MDMP:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	50.0%
110. MSCP:4. I have mastered the concepts and tools of marketing and advertising	49.4%
111. MSCP:3. I know how to form tenders for call of tenders	49.4%
112. MDMP:2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	49.4%
113. MKH:5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	49.4%
114. MPP:10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	48.8%
115. FRM:10. I have mastered the planning of goods and service procurement	48.8%
116. FRM:13. I know how to manage supplier contracts	48.8%
117. MSCP:15. I know how to solve conflicts between patients and personnel	48.1%
118. MWC:7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	47.6%
119. CM:7. I can produce written communication material (e.g. meeting memos, reports, communication design)	47.5%
120. FRM:11. I know how to write/draw up a call for tenders/bids	46.9%
121. FRM:14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	46.9%
122. MSCP:14. I know how to utilise customer feedback in developing new service products	46.9%
123. MSCP:5. I know how to plan marketing and advertising (the content of the message, target groups, channels)	46.4%
124. MSCP:13. I know how to develop customer processes being founded on the feedbacks	46.3%
125. LR:9. I know how to take into account the organisation's values and principles in my work	46.3%
126. MDMP:5. I have mastered the information confidentiality and security requirements	45.7%
127. LR:3. I have good interaction skills	45.1%
128. MSCP:1. I know how to determine the organisation's customer group and identify its needs	45.1%
129. MPP:6. I know how to organise new employees' introduction	45.1%
130. MSCP:7. I know how to manage customer contracts	44.6%
131. MSCP:6. I know how to carry out marketing and advertising plans	44.0%
132. MPP:3. I know how to determine employee job descriptions	43.9%
133. MSCP:12. I know how to handle customer claims/reclamations	42.0%
134. MDMP:4. I know how to ensure that staff have the requisites to use information systems	40.7%
135. MSCP:8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	38.6%

#### Appendix D. Deficits in the private sector respondents' current know-how in decreasing order

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b>	<b>Deficits in the current know-how (per cent of respondents indicating deficits)</b>
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<b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>		
1.	SHLR:8. I have mastered health care economics theories and applications	59.0%
2.	NM:7. I know how to network with international actors	51.8%
3.	FRM:6. I have mastered the basics of financial management and auditing	48.8%
4.	FRM:2. I have mastered the methods of cost accounting and pricing	48.2%
5.	QM:6. I have mastered the requirements and principles of certification of the organisation's systems and activities	47.6%
6.	QM:5. I have mastered the principles of quality training and certification	46.3%
7.	MPP:12. I have mastered joint action practices and layoffs	44.6%
8.	QM:4. I know how to plan the quality system for the organisation	42.7%
9.	MS:7. I know how to formulate competitor strategy	42.2%
10.	MSCP:5. I know how to plan marketing and advertising (the content of the message, target groups, channels)	41.0%
11.	FRM:1. I have mastered the methods of budgeting and financial planning	39.8%
12.	MSCP:4. I have mastered the concepts and tools of marketing and advertising	39.8%
13.	MSCP:6. I know how to carry out marketing and advertising plans	39.8%
14.	FRM:5. I have mastered the central productivity measures/metrics	39.0%
15.	QM:7. I have mastered the metrics of the quality measurement	38.3%
16.	SHLR:11. I have mastered the contractual practices of social and health care (industry)	35.8%
17.	MS:6. I know how to formulate service and product strategy	34.9%
18.	MSCP:3. I know how to form tenders for call of tenders	34.9%
19.	CM:3. I know how to plan the implementation and resources of external communication strategy	32.9%
20.	MDMP:8. I stay abreast/up to date with technology trends and new clinical applications	32.9%
21.	FRM:9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	31.7%
22.	QM:1. I have mastered the quality improvement theories and frameworks	31.7%
23.	SHLR:9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	31.3%
24.	FRM:4. I know how to measure and monitor financial results with respect to objectives	30.5%
25.	SHLR:6. I am able to utilise social and health care research (findings) in my work	30.1%
26.	FRM:7. I know how to assess the need for equipment investments and their effects on the organisation's finances	30.1%
27.	QM:2. I have mastered the organisation's quality/service level definition tools and techniques	29.3%
28.	FRM:3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	28.9%
29.	FRM:13. I know how to manage supplier contracts	28.0%
30.	PM: 3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	28.0%
31.	MS:3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	28.0%
32.	LR:1. I am acquainted with leadership theories and concepts	27.7%
33.	SHLR:10. I am acquainted with funding and payment mechanisms of the health care system	26.8%
34.	FRM:8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	26.8%
35.	CM:1. I know how to formulate external communication strategy (what is communicated, to whom, and by which channels)	26.8%
36.	CM:4. I know how to plan the implementation and resources of internal communication strategy	25.3%
37.	MPP:11. I have mastered employee satisfaction measurement and improvement techniques and procedures	25.3%

38.	SHLR:3. I have mastered social and health care service productisation	25.0%
39.	SHLR:5. I am acquainted with treatment standards and their implications/meaning in my work	24.1%
40.	FRM:11. I know how to write/draw up a call for tenders/bids	24.1%
41.	MPP:1. I have mastered the labour code and regulations	23.2%
42.	MS:5. I know how to evaluate alternative strategies	23.2%
43.	MSCP:10. I have mastered customer feedback systems and metrics	22.6%
44.	MS:2. I can anticipate the industry' s forthcoming development (e.g. scenario planning)	21.7%
45.	MSCP:2. I know how to follow the demand situation (e.g. public sector procurement requests)	21.7%
46.	MSCP:11. I know how to organise customer satisfaction measurement and how to analyze the results	21.0%
47.	FRM:10. I have mastered the planning of goods and service procurement	20.5%
48.	FRM:14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	19.8%
49.	MDMP:3. I have mastered the characteristics of the clinical information systems and software	19.5%
50.	MSCP:7. I know how to manage customer contracts	19.3%
51.	NM:1. I know how to build strategic networks that are beneficial for the organisation	18.1%
52.	SHLR:7. I have mastered the legislation related to social and health care	17.9%
53.	NM:4. I know how to manage networks of experts	16.9%
54.	MPP:2. I have mastered work safety and occupational health issues	16.0%
55.	CM:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	15.9%
56.	MS:8. I know how to concretise strategy into practical objectives	14.6%
57.	SHLR:1. I have mastered social and health care and medical concepts and terminologies	14.5%
58.	SHLR:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	14.3%
59.	QM:3. I know how to determine the organisation's quality objectives	13.4%
60.	MPP:10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	13.4%
61.	SHLR:13. I keep abreast of the body of knowledge in social and health care / I stay up to date with the professional requirements in social and health care	13.3%
62.	MS:4. I know how to define the organisation's mission and objectives	13.3%
63.	FRM:12. I know how to compare tenders and how to choose the most suitable supplier	12.2%
64.	CM:6. I have mastered the patient communication systems and practices	12.2%
65.	SHLR:4. I stay abreast/up to date with social and health care trends	12.0%
66.	MDMP:1. I have mastered the possibilities to utilise information technology in the organisation	12.0%
67.	MDMP:4. I know how to ensure that staff have the requisites to use information systems	12.0%
68.	MDMP:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	12.0%
69.	MWC:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	12.0%
70.	MS:1. I can collect and analyze data to form the basis of the strategy	11.9%
71.	LR:2. I understand how an organisation's culture impacts its effectiveness	10.8%
72.	MS:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	10.8%
73.	CM:5. I know how to develop and maintain internal communications	10.8%
74.	MDMP:5. I have mastered the information confidentiality and security requirements	10.8%
75.	SHLR:12. I can take into account the professional standards and codes of ethical behaviour in my work	10.8%
76.	MSCP:9. I know how take into account the requirement of multiculturalism in nursing	10.7%
77.	MKH:4. I know how to fully utilise the personnel's existing know-how	9.8%
78.	MKH:5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	9.8%
79.	CM:9. I have good negotiation skills	9.6%

80.	MKH:3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	8.5%
81.	MKH:2. I know how to define the principles, how the needed know-how can be acquired (e.g. training, from external experts)	8.5%
82.	LR:10. I can accomplish/achieve change in the organisation	8.4%
83.	SHLR:15. I recognise the risks related to patient safety and I can manage/master them	8.4%
84.	MSCP:12. I know how to handle customer claims/reclamations	8.4%
85.	PM: 4. I know how to monitor and challenge the realisation of objectives at the team and individual level	8.4%
86.	SHLR:2. I am acquainted with the societal social and health care environment	8.3%
87.	MSCP:1. I know how to determine the organisation's customer group and identify its needs	7.4%
88.	MKH:1. I know how to determine the organisation's know-how requirements	7.3%
89.	MS:10. I know how to follow the actualising of the objectives	7.2%
90.	NM:6. I know how to utilise networks in developing the organisation's activities	7.2%
91.	CM:10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	7.2%
92.	MSCP:14. I know how to utilise customer feedback in developing new service products	7.2%
93.	PM: 1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	7.2%
94.	MPP:4. I know how to create work plans	6.3%
95.	MSCP:15. I know how to solve conflicts between patients and personnel	6.1%
96.	CM:8. I have good oral communication and presentation skills	6.0%
97.	MSCP:8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	6.0%
98.	MSCP:13. I know how to develop customer processes being founded on the feedbacks	6.0%
99.	MDMP:2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	6.0%
100.	MWC:4. I know how to manage multiprofessional teams	6.0%
101.	CHM:2. I know how to determine objectives for the change	4.9%
102.	CM:7. I can produce written communication material (e.g. meeting memos, reports, communication design)	4.9%
103.	MPP:3. I know how to determine employee job descriptions	4.9%
104.	LR:12. I know how to delegate	4.8%
105.	MDMP:7. I know how to interpret and utilise information produced by information systems in my work	4.8%
106.	MPP:9. I know how to dimension personnel resources with respect to objectives	4.8%
107.	CHM:4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	3.7%
108.	CHM:5. I know how to manage change operations/actions and support personnel during changes	3.7%
109.	CHM:6. I know how to monitor and evaluate the implementation of the change	3.7%
110.	NM:5. I know how to network with professional colleagues	3.7%
111.	MWC:2. I know how to build teams	3.7%
112.	MWC:10. I know how to reconcile internal conflicts in the work community	3.7%
113.	LR:3. I have good interaction skills	3.6%
114.	NM:3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	3.6%
115.	MWC:3. I know how to develop/improve the wellness of the work community	3.6%
116.	PM: 5. I know how to give performance feedback at the team and individual level	3.6%
117.	CHM:3. I know how to argue/rationalize/justify the need for change to the personnel	2.4%
118.	NM:2. I know how to build trust and cooperation with the organisation's interest groups	2.4%
119.	LR:5. I know how to manage entities	2.4%
120.	LR:8. I can handle conflicts	2.4%
121.	MWC:6. I know how to create a supportive atmosphere within the work community	2.4%

122. MPP:5. I know how to recruit and select new employees	2.4%
123. LR:6. I have good organising skills	1.2%
124. LR:7. I have good problem-solving skills	1.2%
125. CHM:1. I know how to notice and determine the need for change	1.2%
126. PM: 2. I know how to set objectives at the team and individual level	1.2%
127. LR:4. I can work in a goal-directed way	1.2%
128. MWC:1. I know how to commit the work community to the organisation's objectives and procedures	1.2%
129. MWC:7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	1.2%
130. MWC:8. I know how to give constructive feedback to employees/personnel	1.2%
131. MPP:6. I know how to organise new employees' introduction	1.2%
132. MPP:7. I know how to motivate and indent employees	1.2%
133. MPP:8. I know how to monitor employee performance and how to organise supervision of work	1.2%
134. LR:9. I know how to take into account the organisation's values and principles in my work	0.0%
135. MWC:9. I know how to utilise employee feedback in developing the work community	0.0%

Appendix E. Updating training needs in the public sector by competencies, in decreasing order

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALE AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW-HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>		
Domain	Competence	Updating training needs
SHLR	11. I have mastered the contractual practices of social and health care (industry)	87.2%
SHLR	7. I have mastered the legislation related to social and health care	80.9%
SHLR	3. I have mastered social and health care service productisation	78.7%
SHLR	9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	78.7%
MPP	1. I have mastered the labour code and regulations	78.7%
LR	8. I can handle conflicts	78.3%
SHLR	8. I have mastered health care economics theories and applications	75.6%
MPP	2. I have mastered work safety and occupational health issues	74.5%
QM	7. I have mastered the metrics of the quality measurement	74.5%
MWC	10. I know how to reconcile internal conflicts in the work community	72.3%
SHLR	15. I recognize the risks related to patient safety and I can manage/master them	72.3%
QM	2. I have mastered the organisation's quality/service level definition tools and techniques	72.3%
SHLR	10. I am acquainted with funding and payment mechanisms of the health care system	71.7%
LR	10. I can accomplish/achieve change in the organisation	71.7%
MS	2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	71.1%
SHLR	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	70.2%
FRM	1. I have mastered the methods of budgeting and financial planning	70.2%
QM	1. I have mastered the quality improvement theories and frameworks	70.2%
QM	3. I know how to determine the organisation's quality objectives	70.2%
QM	4. I know how to plan the quality system for the organisation	70.2%

MS	7. I know how to formulate competitor strategy	69.6%
SHLR	4. I stay abreast/up to date with social and health care trends	68.1%
FRM	4. I know how to measure and monitor financial results with respect to objectives	68.1%
QM	6. I have mastered the requirements and principles of certification of the organisation's systems and activities	68.1%
MS	6. I know how to formulate service and product strategy	67.4%
PM	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	67.4%
FRM	3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	66.0%
MWC	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	66.0%
CHM	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	65.2%
QM	5. I have mastered the principles of quality training and certification	65.2%
CHM	3. I know how to argue/rationalize/justify the need for change to the personnel	64.4%
FRM	2. I have mastered the methods of cost accounting and pricing	63.8%
FRM	6. I have mastered the basics of financial management and auditing	63.8%
MDMP	1. I have mastered the possibilities to utilise information technology in the organisation	63.8%
CHM	2. I know how to determine objectives for the change	63.0%
CHM	1. I know how to notice and determine the need for change	63.0%
NM	4. I know how to manage networks of experts	63.0%
LR	7. I have good problem-solving skills	62.8%
MSCP	8. I have good oral communication and presentation skills	61.7%
MKH	4. I know how to fully utilise the personnel' s existing know-how	61.7%
MS	8. I know how to concretize strategy into practical objectives	60.9%
CHM	5. I know how to manage change operations/actions and support personnel during changes	60.9%
FRM	5. I have mastered the central productivity measures/metrics	60.9%
MSCP	9. I know how take into account the requirement of multiculturalism in nursing	60.9%
MDMP	5. I have mastered the information confidentiality and security requirements	60.9%
LR	1. I am acquainted with leadership theories and concepts	59.6%
FRM	11. I know how to write/draw up a call for tenders/bids	59.6%
FRM	13. I know how to manage supplier contracts	59.6%
MSCP	10. I have mastered customer feedback systems and metrics	59.6%
MS	1. I can collect and analyze data to form the basis of the strategy	58.7%
FRM	9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	57.8%
PM	2. I know how to set objectives at the team and individual level	57.8%
SHLR	13. I keep abreast of the body of knowledge in social and health care / I stay up to date with the professional requirements in social and health care	57.4%
MWC	3. I know how to develop/improve the wellness of the work community	57.4%
FRM	12. I know how to compare tenders and how to choose the most suitable supplier	56.8%
MS	5. I know how to evaluate alternative strategies	56.8%
MDMP	8. I stay abreast/up to date with technology trends and new clinical applications	56.5%
MSCP	15. I know how to solve conflicts between patients and personnel	56.5%
MWC	1. I know how to commit a work community into the organisation's objectives and procedures	56.5%
SHLR	1. I have mastered social and health care and medical concepts and terminologies	55.3%
MSCP	6. I have mastered the patient communication systems and practices	55.3%
MWC	6. I know how to create a supportive atmosphere within the work community	55.3%
MWC	8. I know how to give constructive feedback to employees/personnel	55.3%
MKH	3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	55.3%
SHLR	6. I am able to utilise social and health care research (findings) in my work	55.3%
MSCP	9. I have good negotiation skills	55.3%
CHM	6. I know how to monitor and evaluate the implementation of the change	54.3%
FRM	14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	54.3%



MSCP	14. I know how to utilise customer feedback in developing new service products	54.3%
PM	4. I know how to monitor and challenge the realisation of objectives at the team and individual level	54.3%
LR	3. I have good interaction skills	53.3%
LR	6. I have good organising skills	53.3%
LR	2. I understand how an organisation's culture impacts its effectiveness	53.2%
SHLR	5. I am acquainted with treatment standards and their implications/meaning in my work	53.2%
NM	6. I know how to utilise networks in developing the organisation's activities	53.2%
FRM	8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	53.2%
MDMP	2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	53.2%
MPP	12. I have mastered joint action practices and layoffs	53.2%
LR	5. I know how to manage entities	52.3%
LR	12. I know how to delegate	52.2%
MSCP	1. I know how to formulate external communication strategy (what is communicated, to whom, and by which channels)	52.2%
MSCP	13. I know how to develop customer processes being founded on the feedbacks	52.2%
MSCP	4. I know how to plan the implementation and resources of internal communication strategy	51.1%
MSCP	11. I know how to organise customer satisfaction measurement and how to analyze the results	51.1%
SHLR	2. I am acquainted with the societal social and health care environment	51.1%
NM	1. I know how to build strategic networks that are beneficial for the organisation	51.1%
MSCP	5. I know how to develop and maintain internal communications	51.1%
MDMP	7. I know how to interpret and utilise information produced by information systems in my work	51.1%
MWC	9. I know how to utilise employee feedback in developing the work community	51.1%
MKH	1. I know how to determine the organisation's know-how requirement	51.1%
MSCP	2. I know how to formulate internal communication strategy (what is communicated and by which channels)	50.0%
MDMP	6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	50.0%
MKH	2. I know how to define the principles, how the needed know-how can be acquired (e.g. training, from external experts)	50.0%
NM	7. I know how to network with international actors	48.9%
MSCP	12. I know how to handle customer claims/reclamations	48.9%
MWC	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	48.9%
MKH	5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	48.9%
MPP	7. I know how to motivate and indent employees	48.9%
FRM	7. I know how to assess the need for equipment investments and their effects on the organisation's finances	47.8%
MSCP	3. I know how to plan the implementation and resources of external communication strategy	47.8%
MDMP	3. I have mastered the characteristics of the clinical information systems and software	47.8%
MPP	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	47.8%
FRM	10. I have mastered the planning of goods and service procurement	46.8%
MWC	4. I know how to manage multiprofessional teams	46.8%
PM	5. I know how to give performance feedback at the team and individual level	46.8%
MSCP	10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	45.7%
MSCP	7. I know how to manage customer contracts	45.7%
MS	3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	45.7%
MS	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	45.7%
NM	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	44.7%
PM	1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	44.7%
MS	10. I know how to follow the actualising of the objectives	43.5%
LR	4. I can work in a goal-directed way	43.5%
MSCP	2. I know how to follow the demand situation (e.g. public sector procurement requests)	43.5%
NM	2. I know how to build trust and cooperation with the organisation's interest groups	42.6%
MSCP	3. I know how to form tenders for call of tenders	42.2%
MSCP	7. I can produce written communication material (e.g. meeting memos, reports, communication design)	41.3%

MSCP	8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	41.3%
SHLR	12. I can take into account the professional standards and codes of ethical behaviour in my work	40.4%
MWC	2. I know how to build teams	40.4%
MS	4. I know how to define the organisation's mission and objectives	40.0%
MSCP	5. I know how to plan marketing and advertising (the content of the message, target groups, channels)	39.1%
MPP	10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	39.1%
MSCP	1. I know how to determine the organisation's customer group and identify its needs	38.3%
MPP	9. I know how to dimension personnel resources with respect to objectives	38.3%
MSCP	4. I have mastered the concepts and tools of marketing and advertising	37.8%
MDMP	4. I know how to ensure that staff have the requisites to use information systems	37.0%
NM	5. I know how to network with professional colleagues	36.2%
MPP	8. I know how to monitor employee performance and how to organise supervision of work	36.2%
MSCP	6. I know how to carry out marketing and advertising plans	35.6%
MPP	3. I know how to determine employee job descriptions	34.0%
LR	9. I know how to take into account the organisation's values and principles in my work	30.4%
MPP	4. I know how to create work plans	28.3%
MPP	6. I know how to organise new employees' introduction	28.3%
MPP	5. I know how to recruit and select new employees	25.5%

Appendix F. Deficits in the public sector respondents' current know-how in decreasing order

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>		
Domain	Competence	Deficits in the current know-how (per cent of respondents indicating deficits)
FRM	6. I have mastered the basics of financial management and auditing	66.0%
MSCP	4. I have mastered the concepts and tools of marketing and advertising	60.9%
FRM	2. I have mastered the methods of cost accounting and pricing	59.6%
MSCP	6. I know how to carry out marketing and advertising plans	57.4%
QM	6. I have mastered the requirements and principles of certification of the organisation's systems and activities	55.3%
MSCP	5. I know how to plan marketing and advertising (the content of the message, target groups, channels)	55.3%
QM	5. I have mastered the principles of quality training and certification	54.3%
SHLR	8. I have mastered health care economics theories and applications	52.3%
NM	7. I know how to network with international actors	46.8%
QM	4. I know how to plan the quality system for the organisation	46.8%
MSCP	3. I know how to form tenders for call of tenders	44.4%
MS	7. I know how to formulate competitor strategy	43.5%
MSCP	3. I know how to plan the implementation and resources of external communication strategy	40.4%
FRM	1. I have mastered the methods of budgeting and financial planning	38.3%
MPP	12. I have mastered joint action practices and layoffs	38.3%

SHLR	9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	36.2%
MSCP	7. I know how to manage customer contracts	36.2%
QM	7. I have mastered the metrics of the quality measurement	34.8%
FRM	5. I have mastered the central productivity measures/metrics	34.0%
FRM	7. I know how to assess the need for equipment investments and their effects on the organisation's finances	34.0%
FRM	13. I know how to manage supplier contracts	34.0%
QM	1. I have mastered the quality improvement theories and frameworks	34.0%
QM	2. I have mastered the organisation's quality/service level definition tools and techniques	34.0%
FRM	8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	31.9%
MSCP	2. I know how to follow the demand situation (e.g. public sector procurement requests)	31.9%
SHLR	3. I have mastered social and health care service production	31.9%
SHLR	11. I have mastered the contractual practices of social and health care (industry)	30.4%
MS	3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	30.4%
FRM	9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	30.4%
FRM	10. I have mastered the planning of goods and service procurement	29.8%
FRM	11. I know how to write/draw up a call for tenders/bids	29.8%
MS	6. I know how to formulate service and product strategy	28.3%
MSCP	4. I know how to plan the implementation and resources of internal communication strategy	28.3%
SHLR	10. I am acquainted with funding and payment mechanisms of the health care system	27.7%
FRM	14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	27.7%
MS	2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	26.7%
MSCP	1. I know how to formulate external communication strategy (what is communicated, to whom, and by which channels)	26.1%
MDMP	8. I stay abreast/up to date with technology trends and new clinical applications	26.1%
PM	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	25.5%
MDMP	3. I have mastered the characteristics of the clinical information systems and software	23.9%
FRM	4. I know how to measure and monitor financial results with respect to objectives	23.4%
NM	4. I know how to manage networks of experts	21.7%
QM	3. I know how to determine the organisation's quality objectives	21.3%
FRM	12. I know how to compare tenders and how to choose the most suitable supplier	20.0%
MSCP	2. I know how to formulate internal communication strategy (what is communicated and by which channels)	19.1%
MPP	1. I have mastered the labour code and regulations	19.1%
SHLR	5. I am acquainted with treatment standards and their implications/meaning in my work	17.4%
FRM	3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	17.0%
MSCP	11. I know how to organise customer satisfaction measurement and how to analyze the results	17.0%
MDMP	1. I have mastered the possibilities to utilise information technology in the organisation	17.0%
MPP	10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	17.0%
MSCP	9. I know how take into account the requirement of multiculturalism in nursing	14.9%
MDMP	6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	14.9%
MPP	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	14.9%
MS	5. I know how to evaluate alternative strategies	13.3%
SHLR	1. I have mastered social and health care and medical concepts and terminologies	13.0%
SHLR	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	13.0%
MSCP	14. I know how to utilise customer feedback in developing new service products	13.0%
SHLR	7. I have mastered the legislation related to social and health care	12.8%
NM	1. I know how to build strategic networks that are beneficial for the organisation	12.8%
MSCP	5. I know how to develop and maintain internal communications	12.8%
MSCP	10. I have mastered customer feedback systems and metrics	12.8%
MSCP	13. I know how to develop customer processes being founded on the feedbacks	12.8%
MKH	4. I know how to fully utilise the personnel's existing know-how	12.8%

MS	1. I can collect and analyze data to form the basis of the strategy	11.1%
MS	8. I know how to concretize strategy into practical objectives	10.9%
MSCP	10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	10.9%
MSCP	12. I know how to handle customer claims/reclamations	10.6%
LR	8. I can handle conflicts	8.7%
SHLR	4. I stay abreast/up to date with social and health care trends	8.5%
MSCP	8. I have good oral communication and presentation skills	8.5%
MWC	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	8.5%
MWC	10. I know how to reconcile internal conflicts in the work community	8.5%
PM	4. I know how to monitor and challenge the realisation of objectives at the team and individual level	8.5%
LR	3. I have good interaction skills	6.5%
LR	12. I know how to delegate	6.5%
SHLR	6. I am able to utilise social and health care research (findings) in my work	6.5%
LR	1. I am acquainted with leadership theories and concepts	6.4%
SHLR	2. I am acquainted with the societal social and health care environment	6.4%
SHLR	12. I can take into account the professional standards and codes of ethical behaviour in my work	6.4%
SHLR	15. I recognize the risks related to patient safety and I can manage/master them	6.4%
NM	2. I know how to build trust and cooperation with the organisation's interest groups	6.4%
MSCP	6. I have mastered the patient communication systems and practices	6.4%
MSCP	7. I can produce written communication material (e.g. meeting memos, reports, communication design)	6.4%
MSCP	9. I have good negotiation skills	6.4%
MSCP	1. I know how to determine the organisation's customer group and identify its needs	6.4%
MDMP	2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	6.4%
MKH	1. I know how to determine the organisation's know-how requirement	6.4%
MKH	3. I know how to manage the organisation's know-how/skills (e.g. know-how with respect to changing know-how needs)	6.4%
MPP	2. I have mastered work safety and occupational health issues	6.4%
MPP	4. I know how to create work plans	6.4%
MS	4. I know how to define the organisation's mission and objectives	4.4%
LR	4. I can work in a goal-directed way	4.3%
LR	10. I can accomplish/achieve change in the organisation	4.3%
MS	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	4.3%
MS	10. I know how to follow the actualising of the objectives	4.3%
CHM	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	4.3%
CHM	5. I know how to manage change operations/actions and support personnel during changes	4.3%
SHLR	13. I keep abreast of the body of knowledge in social and health care / I stay up to date with the professional requirements in social and health care	4.3%
NM	5. I know how to network with professional colleagues	4.3%
NM	6. I know how to utilise networks in developing the organisation's activities	4.3%
MDMP	5. I have mastered the information confidentiality and security requirements	4.3%
MWC	3. I know how to develop/improve the wellness of the work community	4.3%
MWC	6. I know how to create a supportive atmosphere within the work community	4.3%
PM	5. I know how to give performance feedback at the team and individual level	4.3%
MPP	8. I know how to monitor employee performance and how to organise supervision of work	4.3%
LR	7. I have good problem-solving skills	2.2%
LR	6. I have good organising skills	2.2%
CHM	2. I know how to determine objectives for the change	2.2%
NM	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	2.1%
MDMP	4. I know how to ensure that staff have the requisites to use information systems	2.1%
MDMP	7. I know how to interpret and utilise information produced by information systems in my work	2.1%
MWC	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	2.1%

MWC	8. I know how to give constructive feedback to employees/personnel	2.1%
MWC	9. I know how to utilise employee feedback in developing the work community	2.1%
PM	1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	2.1%
MKH	2. I know how to define the principles, how the needed know-how can be acquired (e.g. training, from external experts)	2.1%
MKH	5. I know how to develop the organisation's know-how (e.g. identification of internal training needs)	2.1%
MPP	5. I know how to recruit and select new employees	2.1%
LR	2. I understand how an organisation's culture impacts its effectiveness	0.0%
LR	5. I know how to manage entities	0.0%
LR	9. I know how to take into account the organisation's values and principles in my work	0.0%
CHM	1. I know how to notice and determine the need for change	0.0%
CHM	3. I know how to argue/rationalize/justify the need for change to the personnel	0.0%
CHM	6. I know how to monitor and evaluate the implementation of the change	0.0%
MSCP	8. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	0.0%
MSCP	15. I know how to solve conflicts between patients and personnel	0.0%
MWC	1. I know how to the organisation's objectives and procedures	0.0%
MWC	2. I know how to build teams	0.0%
MWC	4. I know how to manage multiprofessional teams	0.0%
PM	2. I know how to set objectives at the team and individual level	0.0%
MPP	3. I know how to determine employee job descriptions	0.0%
MPP	6. I know how to organise new employees' introduction	0.0%
MPP	7. I know how to motivate and indent employees	0.0%
MPP	9. I know how to dimension personnel resources with respect to objectives	0.0%

## Appendices (Estonia)

Appendix G. Statistically significant differences in the public sector; grouping variable = age

MANAGEMENT DOMAIN	Competency	"mean" values among the grouping variables				
		F-value	Pr>F	26-39	40-55	Over 56
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	2. I understand how an organisation's culture impacts its effectiveness	3.955	.023	4.79	4.24	4.47
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	9. I know how to take into account the organisation's values and principles in my work	3.746	.027	4.58	4.10	4.53
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:1. I have mastered social and health care and medical concepts and terminologies	4.820	.010	4.04	3.36	3.88
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:4. I stay abreast/up to date with social and health care trends	6.135	.003	4.13	3.46	4.06
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:11. I have mastered the contractual practices of social and health care (industry)	4.928	.009	3.67	2.90	3.00
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	4.912	.009	4.13	3.42	3.76
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	11.036	.000	4.71	3.84	4.53
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	4. I stay abreast/up to date with social and health care trends	9.964	.000	4.75	4.12	4.71
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	7. I have mastered the legislation related to social and health care	9.844	.000	4.83	3.98	4.65
SOCIAL AND HEALTH CARE	8. I have mastered health care economics theories and	3.972	.022	4.25	3.56	4.12

ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	applications					
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	9. I have mastered the field of accreditation and monitoring agencies and their interrelationships	5.411	.006	4.00	3.10	3.24
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I have mastered the contractual practices of social and health care (industry)	5.174	.008	4.46	3.58	3.94
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I recognize the risks related to patient safety and I can manage/master them	3.231	.044	4.75	4.24	4.59
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	3.478	.035	4.75	4.24	4.71
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I know how to organise customer satisfaction measurement and how to analyze the results	7.371	.001	4.54	3.48	4.12
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I know how to handle customer claims/reclamations	5.880	.004	4.63	3.82	4.12
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I know how to solve conflicts between patients and personnel	3.909	.024	4.75	4.22	4.71
MANAGING STRATEGY	5. I know how to evaluate alternative strategies	4.108	.020	4.33	3.66	4.24
FINANCIAL RESOURCE MANAGEMENT	7. I know how to assess the need for equipment investments and their effects on the organisation's finances	3.791	.026	4.25	3.60	4.18
MANAGING WORK COMMUNITIES	2. I know how to build teams	3.325	.041	4.83	4.50	4.88
MANAGING WORK COMMUNITIES	3. I know how to develop/improve the wellness of the work community	3.508	.034	4.79	4.18	4.47
MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	4.373	.015	4.79	4.28	4.35
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	3.230	.044	4.79	4.34	4.53
MANAGING WORK COMMUNITIES	10. I know how to reconcile internal conflicts in the work community	5.068	.008	4.88	4.24	4.65
PERFORMANCE MANAGEMENT	CK:3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	3.693	.029	4.46	3.94	3.82
PERFORMANCE MANAGEMENT	1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	3.148	.048	4.67	4.10	4.41
PERFORMANCE MANAGEMENT	4. I know how to monitor and challenge the realisation of objectives at the team and individual level	3.670	.029	4.75	4.04	4.47
CHANGE MANAGEMENT	1. I know how to notice and determine the need for change	3.379	.039	4.71	4.30	4.59
CHANGE MANAGEMENT	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	4.565	.013	4.71	4.12	4.53
CHANGE MANAGEMENT	5. I know how to manage change operations/actions and support personnel during changes	4.147	.019	4.79	4.32	4.65
MANAGING PERSONNEL PROCESSES	CK:2. I have mastered work safety and occupational health issues	5.958	.004	3.96	3.44	4.24
MANAGING PERSONNEL PROCESSES	CK:11. 11. I know how to determine employees training needs	3.916	.023	4.00	3.92	4.47
MANAGING PERSONNEL PROCESSES	1. I have mastered the labour code and regulations	4.479	.014	4.75	4.22	4.53
MANAGING PERSONNEL PROCESSES	2. I have mastered work safety and occupational health issues	6.380	.003	4.67	4.00	4.76
MANAGING PERSONNEL PROCESSES	3. I know how to determine employee job descriptions	4.740	.011	4.63	4.06	4.47
MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	6.653	.002	4.79	4.12	4.65
MANAGING PERSONNEL PROCESSES	6. I know how to organise new employees' introduction	3.174	.047	4.67	4.04	4.29
MANAGING PERSONNEL PROCESSES	8. I know how to monitor employee performance and how to organise supervision of work	5.126	.008	4.67	4.06	4.59
MANAGING PERSONNEL PROCESSES	10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	3.998	.022	4.63	4.10	4.41
MANAGING PERSONNEL PROCESSES	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	5.490	.006	4.71	4.04	4.47

MANAGING PERSONNEL PROCESSES	11. 11. I know how to determine employees training needs	5.356	.006	4.71	4.14	4.65
MANAGING PERSONNEL PROCESSES	12. I know how to apply employee's knowledge and experiences	3.962	.023	4.79	4.40	4.65
MANAGING DATA MANAGEMENT PROCESSES	4. I know how to ensure that staff have the requisites to use information systems	3.215	.045	4.63	4.14	4.47
MANAGING DATA MANAGEMENT PROCESSES	5. I have mastered the information confidentiality and security requirements	4.860	.010	4.96	4.32	4.76
MANAGING DATA MANAGEMENT PROCESSES	6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	5.086	.008	4.92	4.26	4.71
NETWORK MANAGEMENT	CK:3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	4.105	.020	4.13	3.44	3.82
NETWORK MANAGEMENT	CK:2. I know how to build trust and cooperation with the organisation's interest groups	4.458	.014	3.88	3.20	3.71
NETWORK MANAGEMENT	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	5.735	.005	4.58	3.86	4.47
NETWORK MANAGEMENT	2. I know how to build trust and cooperation with the organisation's interest groups	3.808	.026	4.54	3.98	4.41
QUALITY MANAGEMENT	1. I have mastered the quality improvement theories and frameworks	3.138	.048	4.25	3.64	4.12
QUALITY MANAGEMENT	5. I have mastered the principles of quality training and certification	3.265	.043	4.08	3.40	3.71

Appendix H. Statistically significant differences in the public sector; grouping variable = sex

MANAGEMENT DOMAIN	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables			
		F-value	Pr>F	Female	Male
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	CK:7. I have good problem-solving skills	4.516	.036	3.69	4.14
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:12. I can take into account the professional standards and codes of ethical behaviour in my work	4.828	.031	4.44	4.07
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	8.761	.004	4.31	3.57
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I have mastered the contractual practices of social and health care (industry)	8.823	.004	4.03	3.07
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I can take into account the professional standards and codes of ethical behaviour in my work	11.528	.001	4.64	3.86
MANAGING STRATEGY	CK:8. I know how to concretize strategy into practical objectives	4.071	.047	3.19	3.79
MANAGING STRATEGY	4. I know how to define the organisation's mission and objectives	4.382	.039	4.29	3.71
MANAGING STRATEGY	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	9.525	.003	4.56	3.93
MANAGING WORK COMMUNITIES	2. I know how to build teams	7.849	.006	4.74	4.21
MANAGING WORK COMMUNITIES	4. I know how to manage multiprofessional teams	4.089	.046	4.42	3.86
MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	8.338	.005	4.52	3.93
MANAGING WORK COMMUNITIES	6. I know how to create a supportive atmosphere within the work community	7.384	.008	4.64	4.00
MANAGING WORK COMMUNITIES	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	10.903	.001	4.42	3.71
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	14.234	.000	4.61	3.86
MANAGING WORK COMMUNITIES	9. I know how to utilise employee feedback in developing the work community	4.453	.038	4.49	4.07
COMMUNICATION MANAGEMENT	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	11.010	.001	4.00	3.29
COMMUNICATION MANAGEMENT	2. I know how to formulate internal communication strategy (what is communicated and by which channels)	5.574	.020	4.56	4.00

COMMUNICATION MANAGEMENT	4. I know how to plan the implementation and resources of internal communication strategy	4.150	.045	4.39	3.86
COMMUNICATION MANAGEMENT	9. I have good negotiation skills	5.838	.018	4.64	4.21
PERFORMANCE MANAGEMENT	1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	5.219	.025	4.40	3.79
PERFORMANCE MANAGEMENT	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	6.783	.011	4.53	3.86
PERFORMANCE MANAGEMENT	5. I know how to give performance feedback at the team and individual level	6.341	.014	4.52	3.86
CHANGE MANAGEMENT	1. I know how to notice and determine the need for change	19.184	.000	4.58	3.79
CHANGE MANAGEMENT	2. I know how to determine objectives for the change	9.851	.002	4.51	3.79
CHANGE MANAGEMENT	3. I know how to argue/rationalize/justify the need for change to the personnel	8.784	.004	4.58	3.93
CHANGE MANAGEMENT	4. I know how to plan change operations/actions and the organisation's current state and resources	5.743	.019	4.44	3.86
CHANGE MANAGEMENT	5. I know how to manage change operations/actions and support personnel during changes	25.332	.000	4.65	3.71
CHANGE MANAGEMENT	6. I know how to monitor and evaluate the implementation of the change	8.033	.006	4.57	4.00
MANAGING PERSONNEL PROCESSES	CK:1. I have mastered the labour code and regulations	4.299	.041	3.61	3.07
MANAGING PERSONNEL PROCESSES	CK:2. I have mastered work safety and occupational health issues	6.528	.012	3.83	3.14
MANAGING PERSONNEL PROCESSES	CK:3. I know how to determine employee job descriptions	5.898	.017	3.92	3.29
MANAGING PERSONNEL PROCESSES	CK:4. I know how to create work plans	5.770	.018	4.08	3.50
MANAGING PERSONNEL PROCESSES	CK:7. I know how to motivate and indent employees	5.549	.021	3.96	3.50
MANAGING PERSONNEL PROCESSES	1. I have mastered the labour code and regulations	7.309	.008	4.51	3.93
MANAGING PERSONNEL PROCESSES	3. I know how to determine employee job descriptions	18.052	.000	4.43	3.50
MANAGING PERSONNEL PROCESSES	4. I know how to create work plans	7.004	.010	4.49	3.86
MANAGING PERSONNEL PROCESSES	6. I know how to organise new employees' introduction	9.723	.002	4.39	3.50
MANAGING PERSONNEL PROCESSES	7. I know how to motivate and indent employees	19.409	.000	4.57	3.50
MANAGING PERSONNEL PROCESSES	8. I know how to monitor employee performance and how to organise supervision of work	8.186	.005	4.43	3.71
MANAGING PERSONNEL PROCESSES	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	4.197	.043	4.38	3.86
MANAGING PERSONNEL PROCESSES	11. I know how to determine employees training needs'	12.230	.001	4.51	3.71
MANAGING PERSONNEL PROCESSES	12. I know how to apply employee's knowledge and experiences	8.171	.005	4.62	4.14
QUALITY MANAGEMENT	CK:6. I have mastered the requirements and principles of certification of the organisation's systems and activities	6.442	.013	2.38	3.07

Appendix I. Statistically significant differences in the public sector; grouping variable = number of subordinates

MANAGEMENT DOMAIN	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables					
		F-value	Pr>F	1-5	6-10	11-20	More than 20
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	CK:12. I know how to delegate	2.763	.047	2.67	2.86	3.50	3.63
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	6. I have good organising skills	2.711	.050	4.67	3.57	4.88	4.32
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	7.927	.000	2.67	2.86	3.31	3.95
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:15. I recognize the risks related to patient safety and I can manage/master them	5.052	.003	3.50	3.00	4.00	4.13
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:13. I know how to take into account the needs and expectations of patients (and their relatives) in	4.773	.004	3.50	3.29	4.19	4.26



HOW REQUIREMENTS	the treatment/caring process							
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	4. I stay abreast/up to date with social and health care trends	5.797	.001	4.50	3.43	4.31	4.52	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I can take into account the professional standards and codes of ethical behaviour in my work	3.801	.013	4.50	3.57	4.75	4.56	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	5.355	.002	4.17	3.14	4.44	4.56	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I recognize the risks related to patient safety and I can manage/master them	6.212	.001	4.00	3.29	4.50	4.60	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	5.846	.001	4.00	3.29	4.63	4.60	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I know how to handle customer claims/reclamations	2.955	.037	3.83	3.29	3.81	4.27	
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I know how to solve conflicts between patients and personnel	5.335	.002	3.83	3.43	4.50	4.61	
MANAGING STRATEGY	4. I know how to define the organisation's mission and objectives	2.817	.044	4.50	3.29	4.44	4.21	
MANAGING STRATEGY	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	2.789	.045	4.50	3.71	4.56	4.52	
MANAGING STRATEGY	10. I know how to follow the actualising of the objectives	3.655	.016	4.50	3.71	4.56	4.58	
MANAGING WORK COMMUNITIES	CK:4. I know how to manage multiprofessional teams	4.402	.006	3.17	2.86	3.94	3.84	
MANAGING WORK COMMUNITIES	CK:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	3.487	.019	2.83	3.57	3.56	3.84	
MANAGING WORK COMMUNITIES	2. I know how to build teams	2.835	.043	4.50	4.00	4.75	4.73	
MANAGING WORK COMMUNITIES	4. I know how to manage multiprofessional teams	4.709	.004	4.17	3.14	4.63	4.40	
MANAGING WORK COMMUNITIES	8. I know how to give constructive feedback to employees/personnel	3.677	.015	4.00	3.86	4.44	4.63	
COMMUNICATION MANAGEMENT	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	3.167	.028	3.33	3.29	3.88	4.02	
COMMUNICATION MANAGEMENT	10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	3.558	.018	4.83	3.71	4.19	4.53	
CHANGE MANAGEMENT	4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	2.898	.040	4.17	3.71	4.06	4.52	
CHANGE MANAGEMENT	5. I know how to manage change operations/actions and support personnel during changes	3.607	.016	4.50	3.71	4.44	4.61	
CHANGE MANAGEMENT	6. I know how to monitor and evaluate the implementation of the change	3.132	.030	4.50	3.71	4.50	4.56	
MANAGING PERSONNEL PROCESSES	CK:1. I have mastered the labour code and regulations	3.398	.021	2.50	3.29	3.75	3.60	
FINANCIAL RESOURCE MANAGEMENT	CK:10. I have mastered the planning of goods and service procurement	3.808	.013	1.67	1.71	1.81	2.77	
FINANCIAL RESOURCE MANAGEMENT	CK:13. I know how to manage supplier contracts	3.206	.027	2.00	1.71	1.50	2.48	
MANAGING DATA MANAGEMENT PROCESSES	CK:4. I know how to ensure that staff have the requisites to use information systems	2.936	.038	2.83	2.71	3.94	3.66	
MANAGING DATA MANAGEMENT PROCESSES	CK:5. I have mastered the information confidentiality and security requirements	4.079	.009	3.67	3.86	4.69	4.42	
QUALITY MANAGEMENT	CK:4. I know how to plan the quality system for the organisation	2.730	.049	2.17	2.43	2.13	2.84	
QUALITY MANAGEMENT	CK:5. I have mastered the principles of quality training and certification	3.383	.022	2.17	2.43	1.88	2.69	
QUALITY MANAGEMENT	3. I know how to determine the organisation's quality objectives	2.784	.046	4.83	3.57	3.69	4.13	

Appendix J. Statistically significant differences in the public sector; grouping variable = work experience

<u>MANAGEMENT DOMAIN</u>	“CK” in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how. Competency	“mean” values among the grouping variables				
		F-value	Pr>F	1-3 years	4-10 years	More than 10 years
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	CK:7. I have good problem-solving skills	3.318	.041	3.93	3.48	3.89
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	CK:11. I have good crisis management skills	3.229	.044	3.43	3.00	3.52
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:8. I have mastered health care economics theories and applications	4.273	.017	2.93	2.32	2.93
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	11. I have mastered the contractual practices of social and health care (industry)	5.459	.006	4.50	4.13	3.52
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	12. I know how to handle customer claims/reclamations	3.469	.035	4.71	4.00	3.96
MANAGING STRATEGY	CK:1. I can collect and analyze data to form the basis of the strategy	3.256	.043	3.43	3.10	3.70
MANAGING STRATEGY	CK:5. I know how to evaluate alternative strategies	3.820	.026	3.71	2.87	3.41
MANAGING STRATEGY	CK:7. I know how to formulate competitor strategy	3.107	.050	3.14	2.58	3.07
MANAGING STRATEGY	CK:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	9.015	.000	4.14	3.58	4.13
FINANCIAL RESOURCE MANAGEMENT	CK:3. I know how to interpret the organisation’s key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	8.144	.001	3.29	2.03	2.91
FINANCIAL RESOURCE MANAGEMENT	CK:4. I know how to measure and monitor financial results with respect to objectives	5.127	.008	3.29	2.29	3.00
FINANCIAL RESOURCE MANAGEMENT	3. I know how to interpret the organisation’s key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	3.412	.037	4.29	3.35	3.85
MANAGING WORK COMMUNITIES	CK:2. I know how to build teams	3.696	.029	3.79	3.81	4.20
MANAGING WORK COMMUNITIES	CK:3. I know how to develop/improve the wellness of the work community	4.744	.011	3.86	3.68	4.24
MANAGING WORK COMMUNITIES	CK:4. I know how to manage multiprofessional teams	7.689	.001	3.64	3.32	4.04
COMMUNICATION MANAGEMENT	CK:9. I have good negotiation skills	9.703	.000	4.07	3.35	3.98
COMMUNICATION MANAGEMENT	CK:10. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	3.549	.033	3.93	3.32	3.74
PERFORMANCE MANAGEMENT	CK:2. I know how to set objectives at the team and individual level	4.026	.021	4.00	3.48	4.04
PERFORMANCE MANAGEMENT	CK:3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	3.104	.050	4.43	3.77	4.13
PERFORMANCE MANAGEMENT	CK:4. I know how to monitor and challenge the realisation of objectives at the team and individual level	3.427	.037	3.93	3.61	4.17
PERFORMANCE MANAGEMENT	CK:5. I know how to give performance feedback at the team and individual level	4.636	.012	4.07	3.42	4.07
CHANGE MANAGEMENT	CK:4. I know how to plan change operations/actions and allocate them according to the organisation’s current state and resources	3.286	.042	3.79	3.42	3.89
MANAGING PERSONNEL PROCESSES	CK:4. I know how to create work plans	4.250	.017	4.07	3.65	4.20
MANAGING PERSONNEL PROCESSES	CK:5. I know how to recruit and select new employees	4.136	.019	3.79	3.87	4.26
MANAGING PERSONNEL PROCESSES	CK:7. I know how to motivate and indent employees	4.750	.011	3.86	3.61	4.09
MANAGING PERSONNEL PROCESSES	CK:11. I have mastered employee satisfaction measurement and improvement techniques and procedures	3.945	.023	3.57	3.10	3.70
MANAGING PERSONNEL PROCESSES	CK:11. I know how to determine employees training needs	4.648	.012	3.57	4.00	4.22
MANAGING PERSONNEL PROCESSES	CK:12. I know how to apply employee’s knowledge and experiences	5.866	.004	3.43	3.97	4.26

FINANCIAL RESOURCE MANAGEMENT	CK:10. I have mastered the planning of goods and service procurement	4.021	.021	2.93	1.90	2.67
FINANCIAL RESOURCE MANAGEMENT	CK:13. I know how to manage supplier contracts	3.680	.029	2.79	1.77	2.35
FINANCIAL RESOURCE MANAGEMENT	10. I have mastered the planning of goods and service procurement	3.543	.033	4.14	3.13	3.70
FINANCIAL RESOURCE MANAGEMENT	14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	3.638	.030	4.07	2.90	3.43
MANAGING DATA MANAGEMENT PROCESSES	CK:1. I have mastered the possibilities to utilise information technology in the organisation	4.836	.010	4.29	3.68	4.20
MANAGING DATA MANAGEMENT PROCESSES	2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	3.420	.037	4.71	4.16	4.63
MANAGING DATA MANAGEMENT PROCESSES	4. I know how to ensure that staff have the requisites to use information systems	4.660	.012	4.71	4.00	4.43
NETWORK MANAGEMENT	CK:2. I know how to build trust and cooperation with the organisation's interest groups	7.923	.001	3.93	2.94	3.70
NETWORK MANAGEMENT	CK:4. I know how to manage networks of experts	5.301	.007	3.21	2.48	3.11
NETWORK MANAGEMENT	CK:6. I know how to utilise networks in developing the organisation's activities	3.416	.037	3.43	2.87	3.39
NETWORK MANAGEMENT	CK:7. I know how to network with international actors	3.293	.042	3.07	2.26	2.65
QUALITY MANAGEMENT	CK:3. I know how to determine the organisation's quality objectives	7.526	.001	3.21	2.52	3.33
QUALITY MANAGEMENT	CK:4. I know how to plan the quality system for the organisation	4.792	.011	3.14	2.23	2.76
QUALITY MANAGEMENT	CK:5. I have mastered the principles of quality training and certification	5.283	.007	2.93	2.06	2.65
QUALITY MANAGEMENT	CK:6. I have mastered the requirements and principles of certification of the organisation's systems and activities	6.153	.003	2.93	2.03	2.65
QUALITY MANAGEMENT	CK:7. I have mastered the metrics of the quality measurement	4.076	.020	2.86	2.32	3.02

Appendix K. Statistically significant differences in the public sector; grouping variable = management profile

MANAGEMENT DOMAIN	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables				
		F-value	Pr>F	Treatment, diagnostics	Nursing	Administrative or financial management
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:4. I stay abreast/up to date with social and health care trends	8.730	.000	4.03	3.40	2.69
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	4.090	.020	3.42	3.94	3.31
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	4.896	.010	3.87	4.47	4.00
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	5. I am acquainted with treatment standards and their implications/meaning in my work	3.180	.046	4.35	4.13	3.46
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	14. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	3.108	.050	4.29	4.62	3.92
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	15. I recognize the risks related to patient safety and I can manage/master them	4.021	.021	4.45	4.60	3.85
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	6.658	.002	4.35	4.72	3.77
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	14. I know how to utilise customer feedback in developing new service products	3.367	.039	3.87	4.40	4.00
SOCIAL AND HEALTH CARE	15. I know how to solve conflicts between	3.579	.032	4.26	4.68	4.08

<b>ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS</b>	patients and personnel					
<b>MANAGING STRATEGY</b>	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	3.926	.023	4.29	4.66	4.15
<b>MANAGING STRATEGY</b>	10. I know how to follow the actualising of the objectives	4.621	.012	4.42	4.68	4.08
<b>FINANCIAL RESOURCE MANAGEMENT</b>	CK:1. I have mastered the methods of budgeting and financial planning	4.156	.019	2.16	2.85	2.77
<b>MANAGING WORK COMMUNITIES</b>	CK:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	4.570	.013	3.48	3.94	3.38
<b>MANAGING WORK COMMUNITIES</b>	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	5.346	.006	4.16	4.66	4.23
<b>MANAGING WORK COMMUNITIES</b>	6. I know how to create a supportive atmosphere within the work community	3.176	.047	4.29	4.74	4.38
<b>MANAGING WORK COMMUNITIES</b>	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	3.571	.032	4.10	4.51	4.08
<b>MANAGING WORK COMMUNITIES</b>	8. I know how to give constructive feedback to employees/personnel	8.332	.000	4.13	4.77	4.38
<b>MANAGING WORK COMMUNITIES</b>	9. I know how to utilise employee feedback in developing the work community	3.836	.025	4.26	4.62	4.15
<b>MANAGING WORK COMMUNITIES</b>	10. I know how to reconcile internal conflicts in the work community	3.308	.041	4.55	4.60	3.92
<b>COMMUNICATION MANAGEMENT</b>	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	8.431	.000	3.48	4.17	3.85
<b>COMMUNICATION MANAGEMENT</b>	4. I know how to plan the implementation and resources of internal communication strategy	5.352	.006	3.97	4.60	4.08
<b>COMMUNICATION MANAGEMENT</b>	7. I can produce written communication material (e.g. meeting memos, reports, communication design)	5.773	.004	4.00	4.53	3.85
<b>CHANGE MANAGEMENT</b>	2. I know how to determine objectives for the change	3.759	.027	4.13	4.62	4.23
<b>CHANGE MANAGEMENT</b>	4. I know how to plan change operations/actions and the organisation's current state and resources	6.166	.003	4.00	4.64	4.15
<b>CHANGE MANAGEMENT</b>	5. I know how to manage change operations/actions and support personnel during changes	4.847	.010	4.26	4.72	4.31
<b>MANAGING PERSONNEL PROCESSES</b>	CK:1. I have mastered the labour code and regulations	6.385	.003	3.10	3.81	3.54
<b>MANAGING PERSONNEL PROCESSES</b>	CK:2. I have mastered work safety and occupational health issues	8.572	.000	3.19	4.02	3.92
<b>MANAGING PERSONNEL PROCESSES</b>	CK:3. I know how to determine employee job descriptions	6.276	.003	3.42	4.13	3.69
<b>MANAGING PERSONNEL PROCESSES</b>	CK:5. I know how to recruit and select new employees	4.471	.014	3.90	4.26	3.69
<b>MANAGING PERSONNEL PROCESSES</b>	CK:6. I know how to organise new employees' introduction	4.719	.011	4.03	4.36	3.92
<b>MANAGING PERSONNEL PROCESSES</b>	CK:10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	3.117	.049	3.23	3.81	3.62
<b>MANAGING PERSONNEL PROCESSES</b>	3. I know how to determine employee job descriptions	5.005	.009	3.94	4.51	4.31
<b>MANAGING PERSONNEL PROCESSES</b>	4. I know how to create work plans	6.777	.002	4.00	4.68	4.31
<b>MANAGING PERSONNEL PROCESSES</b>	5. I know how to recruit and select new employees	3.186	.046	4.16	4.64	4.08
<b>MANAGING PERSONNEL PROCESSES</b>	6. I know how to organise new employees' introduction	3.185	.046	3.90	4.49	4.23
<b>MANAGING PERSONNEL PROCESSES</b>	11. I know how to determine employees training needs	6.780	.002	4.00	4.66	4.31
<b>MANAGING PERSONNEL PROCESSES</b>	12. I know how to apply employee's knowledge and experiences	3.971	.022	4.32	4.70	4.54

MANAGING DATA MANAGEMENT PROCESSES	CK:3. I have mastered the characteristics of the clinical information systems and software	5.769	.004	3.97	3.49	2.77
NETWORK MANAGEMENT	CK:3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	5.286	.007	3.45	4.00	3.15
NETWORK MANAGEMENT	3. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	3.481	.035	3.90	4.43	3.85
QUALITY MANAGEMENT	CK:1. I have mastered the quality improvement theories and frameworks	4.127	.019	2.55	3.13	2.54
QUALITY MANAGEMENT	1. I have mastered the quality improvement theories and frameworks	3.969	.022	3.58	4.19	3.54

Appendix L. Statistically significant differences in the public sector; grouping variable = current position

MANAGEMENT DOMAIN	"CK" in front of the competency statement refers to the current know-how. Otherwise, competency refers to the importance of know-how.	"mean" values among the grouping variables				
		F-value	Pr>F	Doctor	Nurse	Neither
LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT	10. I can accomplish/achieve change in the organisation	3.344	.040	4.00	4.61	4.50
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:1. I have mastered social and health care and medical concepts and terminologies	3.525	.034	3.25	3.90	3.72
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:5. I am acquainted with treatment standards and their implications/meaning in my work	9.401	.000	4.04	3.65	2.94
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:6. I am able to utilise social and health care research (findings) in my work	4.358	.016	3.89	3.74	3.19
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	CK:15. I know how to solve conflicts between patients and personnel	3.090	.050	4.14	4.13	3.72
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	1. I have mastered social and health care and medical concepts and terminologies	8.027	.001	3.71	4.58	4.25
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	4. I stay abreast/up to date with social and health care trends	3.534	.033	4.11	4.55	4.50
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	5. I am acquainted with treatment standards and their implications/meaning in my work	3.278	.042	4.32	4.32	3.72
SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP KNOW-HOW REQUIREMENTS	6. I am able to utilise social and health care research (findings) in my work	3.314	.041	3.93	4.32	3.63
MANAGING STRATEGY	CK:4. I know how to define the organisation's mission and objectives	4.278	.017	3.57	3.87	4.16
MANAGING STRATEGY	4. I know how to define the organisation's mission and objectives	4.056	.021	3.79	4.42	4.34
MANAGING STRATEGY	9. I know how to communicate the objectives inside the organisation and ensure their actualisation	4.259	.017	4.14	4.55	4.66
FINANCIAL RESOURCE MANAGEMENT	CK:1. I have mastered the methods of budgeting and financial planning	3.824	.026	2.14	2.81	2.81
MANAGING WORK COMMUNITIES	CK:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	7.328	.001	3.32	4.06	3.69
MANAGING WORK COMMUNITIES	2. I know how to build teams	3.365	.039	4.39	4.77	4.78
MANAGING WORK COMMUNITIES	5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	6.662	.002	4.04	4.65	4.56
MANAGING WORK COMMUNITIES	6. I know how to create a supportive atmosphere within the work community	4.949	.009	4.14	4.71	4.72

<b>MANAGING WORK COMMUNITIES</b>	7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	3.437	.037	4.00	4.42	4.47
<b>MANAGING WORK COMMUNITIES</b>	8. I know how to give constructive feedback to employees/personnel	7.676	.001	4.07	4.68	4.69
<b>MANAGING WORK COMMUNITIES</b>	9. I know how to utilise employee feedback in developing the work community	3.539	.033	4.21	4.68	4.38
<b>COMMUNICATION MANAGEMENT</b>	CK:2. I know how to formulate internal communication strategy (what is communicated and by which channels)	5.824	.004	3.50	4.13	4.00
<b>COMMUNICATION MANAGEMENT</b>	4. I know how to plan the implementation and resources of internal communication strategy	5.732	.005	3.86	4.42	4.59
<b>COMMUNICATION MANAGEMENT</b>	9. I have good negotiation skills	4.469	.014	4.32	4.58	4.78
<b>PERFORMANCE MANAGEMENT</b>	2. I know how to set objectives at the team and individual level	3.683	.029	4.11	4.35	4.72
<b>PERFORMANCE MANAGEMENT</b>	3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	3.122	.049	4.11	4.45	4.69
<b>PERFORMANCE MANAGEMENT</b>	5. I know how to give performance feedback at the team and individual level	3.477	.035	4.07	4.45	4.69
<b>CHANGE MANAGEMENT</b>	1. I know how to notice and determine the need for change	3.522	.034	4.21	4.68	4.47
<b>CHANGE MANAGEMENT</b>	2. I know how to determine objectives for the change	5.029	.009	4.00	4.58	4.56
<b>CHANGE MANAGEMENT</b>	3. I know how to argue/rationalize/justify the need for change to the personnel	3.397	.038	4.18	4.55	4.69
<b>CHANGE MANAGEMENT</b>	5. I know how to manage change operations/actions and support personnel during changes	7.004	.002	4.11	4.68	4.69
<b>MANAGING PERSONNEL PROCESSES</b>	CK:1. I have mastered the labour code and regulations	10.720	.000	2.93	3.84	3.75
<b>MANAGING PERSONNEL PROCESSES</b>	CK:2. I have mastered work safety and occupational health issues	12.122	.000	3.11	4.19	3.81
<b>MANAGING PERSONNEL PROCESSES</b>	CK:3. I know how to determine employee job descriptions	11.176	.000	3.21	4.19	4.00
<b>MANAGING PERSONNEL PROCESSES</b>	CK:4. I know how to create work plans	6.062	.003	3.57	4.29	4.06
<b>MANAGING PERSONNEL PROCESSES</b>	CK:10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	7.940	.001	3.00	3.97	3.72
<b>MANAGING PERSONNEL PROCESSES</b>	1. I have mastered the labour code and regulations	3.593	.032	4.11	4.58	4.53
<b>MANAGING PERSONNEL PROCESSES</b>	2. I have mastered work safety and occupational health issues	3.296	.042	3.93	4.45	4.53
<b>MANAGING PERSONNEL PROCESSES</b>	3. I know how to determine employee job descriptions	12.308	.000	3.71	4.52	4.56
<b>MANAGING PERSONNEL PROCESSES</b>	4. I know how to create work plans	9.579	.000	3.86	4.61	4.66
<b>MANAGING PERSONNEL PROCESSES</b>	6. I know how to organise new employees' introduction	3.234	.044	3.86	4.48	4.38
<b>MANAGING PERSONNEL PROCESSES</b>	10. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	4.351	.016	3.96	4.55	4.34
<b>MANAGING PERSONNEL PROCESSES</b>	11. I have mastered employee satisfaction measurement and improvement techniques and procedures	5.014	.009	3.89	4.58	4.38
<b>MANAGING PERSONNEL PROCESSES</b>	11. I know how to determine employees training needs	5.785	.004	3.96	4.58	4.56
<b>MANAGING PERSONNEL PROCESSES</b>	12. I know how to apply employee's knowledge and experiences	5.668	.005	4.25	4.65	4.72
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:3. I have mastered the characteristics of the clinical information systems and software	12.111	.000	4.04	3.84	2.84

<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:4. I know how to ensure that staff have the requisites to use information systems	5.907	.004	3.36	4.13	3.25
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	CK:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	5.171	.008	3.36	4.19	3.63
<b>MANAGING DATA MANAGEMENT PROCESSES</b>	3. I have mastered the characteristics of the clinical information systems and software	8.097	.001	4.39	4.48	3.50
<b>QUALITY MANAGEMENT</b>	CK:1. I have mastered the quality improvement theories and frameworks	5.270	.007	2.39	3.19	2.91

Appendix M. Importance of the specific competencies/know-how in decreasing order in the public sector

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>	<b>Importance of the know-how (per cent of respondent choosing competency important)</b>
1. MDMP:1. I have mastered the possibilities to utilise information technology in the organisation	97.8%
2. LR:8. I can handle conflicts	96.6%
3. MDMP:2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	96.6%
4. LR:4. I can work in a goal-directed way	96.6%
5. MDMP:5. I have mastered the information confidentiality and security requirements	95.6%
6. MWC:2. I know how to build teams	94.5%
7. MS:10. I know how to follow the actualising of the objectives	94.5%
8. CHM:6. I know how to monitor and evaluate the implementation of the change	94.5%
9. MPP: 12. I know how to apply employee's knowledge and experiences	94.5%
10. LR:2. I understand how an organisation's culture impacts its effectiveness	94.4%
11. SHLR:10. I can take into account the professional standards and codes of ethical behaviour in my work	94.4%
12. MWC:6. I know how to create a supportive atmosphere within the work community	94.4%
13. CM:1. I know how to formulate internal communication strategy (what is communicated and by which channels)	94.4%
14. CHM:3. I know how to argue/rationalize/justify the need for change to the personnel	94.4%
15. LR:3. I have good interaction skills	94.4%
16. PM:3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	94.4%
17. LR:7. I have good problem-solving skills	94.4%
18. PM:4. I know how to monitor and challenge the realisation of objectives at the team and individual level	94.3%
19. MWC:9. I know how to utilise employee feedback in developing the work community	93.4%
20. CM:5. I have good negotiation skills	93.4%
21. CHM:1. I know how to notice and determine the need for change	93.4%
22. MPP: 1. I have mastered the labour code and regulations	93.4%
23. LR:9. I know how to take into account the organisation's values and principles in my work	93.3%
24. MWC:10. I know how to reconcile internal conflicts in the work community	93.3%
25. MPP: 11. I know how to determine employees training needs	93.3%
26. MDMP:4. I know how to ensure that staff have the requisites to use information systems	93.3%
27. MDMP:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	93.3%
28. LR:10. I can accomplish/achieve change in the organisation	93.3%
29. PM:5. I know how to give performance feedback at the team and individual level	93.3%
30. PM:2. I know how to set objectives at the team and individual level	93.3%

31. LR:6. I have good organising skills	93.2%
32. SHLR:2. I stay abreast/up to date with social and health care trends	92.3%
33. CHM:5. I know how to manage change operations/actions and support personnel during changes	92.3%
34. LR:12. I know how to delegate	92.2%
35. LR:5. I know how to manage entities	92.1%
36. MWC:4. I know how to manage multiprofessional teams	92.1%
37. MPP: 4. I know how to create work plans	91.2%
38. MS:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	91.2%
39. MWC:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	91.2%
40. MWC:8. I know how to give constructive feedback to employees/personnel	91.2%
41. CHM:4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	91.1%
42. MPP: 5. I know how to recruit and select new employees	91.1%
43. CHM:2. I know how to determine objectives for the change	91.1%
44. MS:2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	91.0%
45. MWC:1. I know how to commit a work community into the organisation's objectives and procedures	91.0%
46. MPP: 2. I have mastered work safety and occupational health issues	91.0%
47. SHLR:17. I know how to solve conflicts between patients and personnel	90.1%
48. SHLR:12. I recognize the risks related to patient safety and I can manage/master them	90.1%
49. LR:11. I have good crisis management skills	90.0%
50. SHLR:5. I have mastered the legislation related to social and health care	90.0%
51. SHLR:11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	90.0%
52. MPP: 8. I know how to monitor employee performance and how to organise supervision of work	90.0%
53. MPP: 10. I have mastered employee satisfaction measurement and improvement techniques and procedures	90.0%
54. MWC:3. I know how to develop/improve the wellness of the work community	90.0%
55. PM:1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	89.9%
56. SHLR:13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	89.0%
57. CM:4. I have good oral communication and presentation skills	89.0%
58. CM:6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	89.0%
59. MPP: 3. I know how to determine employee job descriptions	89.0%
60. MPP: 9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	89.0%
61. CM:3. I can produce written communication material (e.g. meeting memos, reports, communication design)	87.9%
62. CM:2. I know how to plan the implementation and resources of internal communication strategy	87.8%
63. MPP: 6. I know how to organise new employees' introduction	87.8%
64. MPP: 7. I know how to motivate and indent employees	87.8%
65. MWC:7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	86.8%
66. LR:1. I am acquainted with leadership theories and concepts	86.5%
67. MDMP:3. I have mastered the characteristics of the clinical information systems and software	85.4%
68. SHLR:3. I am acquainted with treatment standards and their implications/meaning in my work	84.3%
69. MS:4. I know how to define the organisation's mission and objectives	83.3%
70. NM:1. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	83.3%
71. NM:2. I know how to build trust and cooperation with the organisation's interest groups	83.3%
72. MS:5. I know how to evaluate alternative strategies	83.0%
73. SHLR:1. I have mastered social and health care and medical concepts and terminologies	82.4%
74. SHLR:8. I am acquainted with funding and payment mechanisms of the health care system	82.2%
75. MS:1. I can collect and analyze data to form the basis of the strategy	82.2%
76. NM:4. I know how to network with professional colleagues	82.2%
77. SHLR:4. I am able to utilise social and health care research (findings) in my work	81.8%
78. QM: 2. I know how to determine the organisation's quality objectives	81.1%
79. SHLR:16. I know how to utilise customer feedback in developing new service products	79.1%



80.	MS:8. I know how to concretize strategy into practical objectives	78.7%
81.	SHLR:15. I know how to handle customer claims/reclamations	78.0%
82.	QM: 1. I have mastered the quality improvement theories and frameworks	77.5%
83.	SHLR:9. I have mastered the contractual practices of social and health care (industry)	77.3%
84.	MS:7. I know how to formulate competitor strategy	76.7%
85.	NM:5. I know how to utilise networks in developing the organisation's activities	74.4%
86.	QM: 6. I have mastered the metrics of the quality measurement	73.3%
87.	MS:3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	71.9%
88.	MS:6. I know how to formulate service and product strategy	71.9%
89.	FRM: 7. I know how to assess the need for equipment investments and their effects on the organisation's finances	71.9%
90.	FRM: 1. I have mastered the methods of budgeting and financial planning	71.1%
91.	SHLR:6. I have mastered health care economics theories and applications	70.8%
92.	SHLR:14. I know how to organise customer satisfaction measurement and how to analyze the results	68.9%
93.	NM:6. I know how to network with international actors	68.9%
94.	QM: 3. I know how to plan the quality system for the organisation	68.9%
95.	FRM: 10. I have mastered the planning of goods and service procurement	67.8%
96.	FRM: 4. I know how to measure and monitor financial results with respect to objectives	67.8%
97.	NM:3. I know how to manage networks of experts	67.8%
98.	FRM: 3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	67.4%
99.	FRM: 12. I know how to compare tenders and how to choose the most suitable supplier	65.9%
100.	QM: 4. I have mastered the principles of quality training and certification	65.2%
101.	QM: 5. I have mastered the requirements and principles of certification of the organisation's systems and activities	64.4%
102.	FRM: 9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	61.8%
103.	FRM: 14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	57.6%
104.	FRM: 2. I have mastered the methods of cost accounting and pricing	56.7%
105.	FRM: 8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	56.7%
106.	FRM: 11. I know how to write/draw up a call for tenders/bids	55.2%
107.	FRM: 6. I have mastered the basics of financial management and auditing	53.3%
108.	SHLR:7. I have mastered the field of accreditation and monitoring agencies and their interrelationships	50.0%
109.	FRM: 13. I know how to manage supplier contracts	48.8%

#### Appendix N. Deficits in the respondents' current know-how in decreasing order in the public sector

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>		Deficits in the current know-how (per cent of respondents indicating deficits)
1.	FRM: 2. I have mastered the methods of cost accounting and pricing	61.1%
2.	FRM: 6. I have mastered the basics of financial management and auditing	58.9%
3.	FRM: 13. I know how to manage supplier contracts	56.3%
4.	FRM: 11. I know how to write/draw up a call for tenders/bids	55.2%
5.	FRM: 10. I have mastered the planning of goods and service procurement	54.0%

6.	QM: 5. I have mastered the requirements and principles of certification of the organisation's systems and activities	50.5%
7.	QM: 4. I have mastered the principles of quality training and certification	49.5%
8.	FRM: 8. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	48.9%
9.	FRM: 1. I have mastered the methods of budgeting and financial planning	46.7%
10.	FRM: 14. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	46.5%
11.	NM:6. I know how to network with international actors	44.9%
12.	SHLR:7. I have mastered the field of accreditation and monitoring agencies and their interrelationships	42.7%
13.	QM: 6. I have mastered the metrics of the quality measurement	41.1%
14.	FRM: 3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	40.9%
15.	QM: 3. I know how to plan the quality system for the organisation	40.4%
16.	FRM: 4. I know how to measure and monitor financial results with respect to objectives	38.9%
17.	SHLR:6. I have mastered health care economics theories and applications	38.2%
18.	FRM: 12. I know how to compare tenders and how to choose the most suitable supplier	35.6%
19.	QM: 1. I have mastered the quality improvement theories and frameworks	35.2%
20.	NM:3. I know how to manage networks of experts	31.1%
21.	QM: 2. I know how to determine the organisation's quality objectives	29.7%
22.	SHLR:9. I have mastered the contractual practices of social and health care (industry)	27.8%
23.	MS:3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	27.8%
24.	MS:7. I know how to formulate competitor strategy	27.8%
25.	FRM: 9. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	26.7%
26.	MS:6. I know how to formulate service and product strategy	22.7%
27.	FRM: 7. I know how to assess the need for equipment investments and their effects on the organisation's finances	22.5%
28.	LR:12. I know how to delegate	18.9%
29.	SHLR:8. I am acquainted with funding and payment mechanisms of the health care system	18.9%
30.	MDMP:4. I know how to ensure that staff have the requisites to use information systems	17.8%
31.	SHLR:14. I know how to organise customer satisfaction measurement and how to analyze the results	16.9%
32.	MS:8. I know how to concretize strategy into practical objectives	16.9%
33.	MDMP:3. I have mastered the characteristics of the clinical information systems and software	16.7%
34.	NM:5. I know how to utilise networks in developing the organisation's activities	16.7%
35.	CM:4. I have good oral communication and presentation skills	16.5%
36.	MPP: 1. I have mastered the labour code and regulations	16.5%
37.	MS:5. I know how to evaluate alternative strategies	15.9%
38.	LR:11. I have good crisis management skills	15.6%
39.	CM:2. I know how to plan the implementation and resources of internal communication strategy	15.4%
40.	MPP: 9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	15.4%
41.	NM:4. I know how to network with professional colleagues	14.6%
42.	NM:2. I know how to build trust and cooperation with the organisation's interest groups	14.4%
43.	MS:1. I can collect and analyze data to form the basis of the strategy	13.3%
44.	MPP: 10. I have mastered employee satisfaction measurement and improvement techniques and procedures	13.3%
45.	SHLR:11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	13.2%
46.	SHLR:3. I am acquainted with treatment standards and their implications/meaning in my work	12.4%
47.	SHLR:15. I know how to handle customer claims/reclamations	11.0%
48.	SHLR:4. I am able to utilise social and health care research (findings) in my work	10.1%
49.	SHLR:1. I have mastered social and health care and medical concepts and terminologies	10.0%
50.	NM:1. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	10.0%
51.	MS:2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	9.2%
52.	LR:1. I am acquainted with leadership theories and concepts	9.0%
53.	MPP: 2. I have mastered work safety and occupational health issues	8.9%
54.	MDMP:6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	8.9%

55.	CM:3. I can produce written communication material (e.g. meeting memos, reports, communication design)	8.8%
56.	MPP: 3. I know how to determine employee job descriptions	8.8%
57.	PM:5. I know how to give performance feedback at the team and individual level	7.9%
58.	SHLR:5. I have mastered the legislation related to social and health care	7.8%
59.	MWC:5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	7.7%
60.	SHLR:2. I stay abreast/up to date with social and health care trends	6.7%
61.	CM:1. I know how to formulate internal communication strategy (what is communicated and by which channels)	6.6%
62.	CHM:4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	6.6%
63.	CM:6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	5.6%
64.	SHLR:16. I know how to utilise customer feedback in developing new service products	5.5%
65.	SHLR:12. I recognize the risks related to patient safety and I can manage/master them	5.5%
66.	MWC:7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	5.5%
67.	CHM:6. I know how to monitor and evaluate the implementation of the change	4.5%
68.	LR:6. I have good organising skills	4.5%
69.	PM:2. I know how to set objectives at the team and individual level	4.5%
70.	LR:10. I can accomplish/achieve change in the organisation	4.4%
71.	CHM:2. I know how to determine objectives for the change	4.4%
72.	SHLR:13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	4.4%
73.	SHLR:17. I know how to solve conflicts between patients and personnel	4.4%
74.	MWC:2. I know how to build teams	4.4%
75.	CM:5. I have good negotiation skills	4.4%
76.	MWC:10. I know how to reconcile internal conflicts in the work community	3.4%
77.	PM:4. I know how to monitor and challenge the realisation of objectives at the team and individual level	3.4%
78.	MWC:3. I know how to develop/improve the wellness of the work community	3.3%
79.	MWC:4. I know how to manage multiprofessional teams	3.3%
80.	MWC:8. I know how to give constructive feedback to employees/personnel	3.3%
81.	MPP: 4. I know how to create work plans	3.3%
82.	MS:9. I know how to communicate the objectives inside the organisation and ensure their actualisation	3.3%
83.	MPP: 11. I know how to determine employees training needs	3.3%
84.	MDMP:5. I have mastered the information confidentiality and security requirements	3.3%
85.	PM:1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	2.2%
86.	MPP: 8. I know how to monitor employee performance and how to organise supervision of work	2.2%
87.	LR:7. I have good problem-solving skills	2.2%
88.	LR:8. I can handle conflicts	2.2%
89.	MS:4. I know how to define the organisation's mission and objectives	2.2%
90.	MS:10. I know how to follow the actualising of the objectives	2.2%
91.	MDMP:1. I have mastered the possibilities to utilise information technology in the organisation	2.2%
92.	MWC:9. I know how to utilise employee feedback in developing the work community	2.2%
93.	MPP: 7. I know how to motivate and indent employees	2.2%
94.	LR:3. I have good interaction skills	1.1%
95.	LR:5. I know how to manage entities	1.1%
96.	MWC:1. I know how to commit a work community into the organisation's objectives and procedures	1.1%
97.	PM:3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	1.1%
98.	LR:2. I understand how an organisation's culture impacts its effectiveness	1.1%
99.	LR:9. I know how to take into account the organisation's values and principles in my work	1.1%
100.	CHM:3. I know how to argue/rationalize/justify the need for change to the personnel	1.1%
101.	MDMP:2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	1.1%
102.	MWC:6. I know how to create a supportive atmosphere within the work community	1.1%
103.	CHM:1. I know how to notice and determine the need for change	1.1%
104.	CHM:5. I know how to manage change operations/actions and support personnel during changes	1.1%

105. MPP: 5. I know how to recruit and select new employees	1.1%
106. LR:4. I can work in a goal-directed way	0.0%
107. SHLR:10. I can take into account the professional standards and codes of ethical behaviour in my work	0.0%
108. MPP: 6. I know how to organise new employees' introduction	0.0%
109. MPP: 12. I know how to apply employee's knowledge and experiences	0.0%

#### Appendix O. Importance of the specific competencies/know-how in decreasing order in the private sector

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>	Deficits in the current know-how (per cent of respondents indicating deficits)
LR: 8. I can handle conflicts	100.00%
SHLR: 9. I have mastered the contractual practices of social and health care (industry)	100.00%
FRM: 1. I have mastered the methods of budgeting and financial planning	100.00%
FRM: 8. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	100.00%
MWC: 9. I know how to utilise employee feedback in developing the work community	100.00%
MWC: 10. I know how to reconcile internal conflicts in the work community	100.00%
CM: 1. I know how to formulate internal communication strategy (what is communicated and by which channels)	100.00%
CHM: 1. I know how to notice and determine the need for change	100.00%
MPP: 1. I have mastered the labour code and regulations	100.00%
MDMP: 1. I have mastered the possibilities to utilise information technology in the organisation	100.00%
MDMP: 2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	100.00%
MDMP: 3. I have mastered the characteristics of the clinical information systems and software	100.00%
MDMP: 4. I know how to ensure that staff have the requisites to use information systems	100.00%
MDMP: 5. I have mastered the information confidentiality and security requirements	100.00%
LR: 2. I understand how an organisation's culture impacts its effectiveness	91.70%
LR: 6. I have good organising skills	91.70%
LR: 5. I know how to manage entities	91.60%
LR: 7. I have good problem-solving skills	91.60%
LR: 4. I can work in a goal-directed way	91.00%
SHLR: 5. I have mastered the legislation related to social and health care	91.00%
SHLR: 12. I recognize the risks related to patient safety and I can manage/master them	91.00%
FRM: 3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	91.00%
FRM: 6. I know how to assess the need for equipment investments and their effects on the organisation's finances	91.00%
MPP: 9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	91.00%
SHLR: 3. I am acquainted with treatment standards and their implications/meaning in my work	90.90%
SHLR: 8. I am acquainted with funding and payment mechanisms of the health care system	90.90%
SHLR: 17. I know how to solve conflicts between patients and personnel	90.90%
MS: 9. I know how to communicate the objectives inside the organisation and ensure their actualisation	90.90%
MWC: 3. I know how to develop/improve the wellness of the work community	90.90%
CM: 2. I know how to plan the implementation and resources of internal communication strategy	90.90%
PM: 3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	90.90%
PM: 5. I know how to give performance feedback at the team and individual level	90.90%
CHM: 2. I know how to determine objectives for the change	90.90%

MPP: 5. I know how to recruit and select new employees	90.90%
MDMP: 6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	90.90%
SHLR: 4. I am able to utilise social and health care research (findings) in my work	90.90%
MWC: 4. I know how to manage multiprofessional teams	90.90%
MPP: 6. I know how to organise new employees' introduction	90.90%
SHLR: 10. I can take into account the professional standards and codes of ethical behaviour in my work	90.00%
FRM: 7. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	90.00%
MWC: 5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	90.00%
LR: 12. I know how to delegate	83.40%
FRM: 9. I have mastered the planning of goods and service procurement	83.30%
LR: 3. I have good interaction skills	83.30%
LR: 11. I have good crisis management skills	83.30%
SHLR: 13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	81.90%
MS: 10. I know how to follow the actualising of the objectives	81.90%
FRM: 4. I know how to measure and monitor financial results with respect to objectives	81.90%
MPP: 8. I know how to monitor employee performance and how to organise supervision of work	81.90%
SHLR: 1. I have mastered social and health care and medical concepts and terminologies	81.80%
FRM: 2. I have mastered the methods of cost accounting and pricing	81.80%
MWC: 1. I know how to commit a work community into the organisation's objectives and procedures	81.80%
MWC: 2. I know how to build teams	81.80%
MWC: 6. I know how to create a supportive atmosphere within the work community	81.80%
MWC: 8. I know how to give constructive feedback to employees/personnel	81.80%
CM: 5. I have good negotiation skills	81.80%
CM: 6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	81.80%
PM: 4. I know how to monitor and challenge the realisation of objectives at the team and individual level	81.80%
CHM: 3. I know how to argue/rationalize/justify the need for change to the personnel	81.80%
CHM: 4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	81.80%
CHM: 5. I know how to manage change operations/actions and support personnel during changes	81.80%
MPP: 2. I have mastered work safety and occupational health issues	81.80%
MPP: 7. I know how to motivate and indent employees	81.80%
MPP: 11. I know how to determine employees training needs	81.80%
MPP: 12. I know how to apply employee's knowledge and experiences	81.80%
SHLR: 2. I stay abreast/up to date with social and health care trends	81.80%
CM: 4. I have good oral communication and presentation skills	81.80%
CHM: 6. I know how to monitor and evaluate the implementation of the change	81.80%
LR: 1. I am acquainted with leadership theories and concepts	75.00%
FRM: 11. I know how to compare tenders and how to choose the most suitable supplier	75.00%
NM: 4. I know how to network with professional colleagues	75.00%
QM: 3. I know how to plan the quality system for the organisation	75.00%
SHLR: 11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	72.70%
FRM: 5. I have mastered the basics of financial management and auditing	72.70%
MWC: 7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	72.70%
SHLR: 16. I know how to utilise customer feedback in developing new service products	72.70%
MS: 3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	72.70%
CM: 3. I can produce written communication material (e.g. meeting memos, reports, communication design)	72.70%
MPP: 10. I have mastered employee satisfaction measurement and improvement techniques and procedures	72.70%
SHLR: 14. I know how to organise customer satisfaction measurement and how to analyze the results	70.00%
SHLR: 15. I know how to handle customer claims/reclamations	70.00%
FRM: 13. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	66.70%
NM: 2. I know how to build trust and cooperation with the organisation's interest groups	66.70%

QM: 1. I have mastered the quality improvement theories and frameworks	66.70%
QM: 6. I have mastered the metrics of the quality measurement	66.70%
LR: 9. I know how to take into account the organisation's values and principles in my work	66.60%
FRM: 12. I know how to manage supplier contracts	66.60%
QM: 4. I have mastered the principles of quality training and certification	66.60%
MS: 1. I can collect and analyze data to form the basis of the strategy	63.70%
MS: 4. I know how to define the organisation's mission and objectives	63.70%
PM: 1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	63.70%
MPP: 3. I know how to determine employee job descriptions	63.70%
MS: 8. I know how to concretize strategy into practical objectives	63.60%
PM: 2. I know how to set objectives at the team and individual level	63.60%
QM: 2. I know how to determine the organisation's quality objectives	58.40%
NM: 5. I know how to utilise networks in developing the organisation's activities	58.30%
NM: 6. I know how to network with international actors	58.30%
QM: 5. I have mastered the requirements and principles of certification of the organisation's systems and activities	58.30%
SHLR: 6. I have mastered health care economics theories and applications	54.60%
MPP: 4. I know how to create work plans	54.60%
NM: 1. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	54.60%
FRM: 10. I know how to write/draw up a call for tenders/bids	50.00%
NM: 3. I know how to manage networks of experts	50.00%
SHLR: 7. I have mastered the field of accreditation and monitoring agencies and their interrelationships	45.50%
MS: 2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	45.50%
MS: 5. I know how to evaluate alternative strategies	36.40%
MS: 6. I know how to formulate service and product strategy	30.00%
MS: 7. I know how to formulate competitor strategy	27.30%

Appendix P. Deficits in the respondents' current know-how in decreasing order in the private sector

<b>LR: LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENT</b> <b>SHLR: SOCIAL AND HEALTH CARE ORGANISATIONS LEADERSHIP/MANAGEMENT KNOW-HOW REQUIREMENTS</b> <b>MS: MANAGING STRATEGY</b> <b>CHM: CHANGE MANAGEMENT</b> <b>NM: NETWORK MANAGEMENT</b> <b>FRM: FINANCIAL RESOURCE MANAGEMENT</b> <b>CM: COMMUNICATION MANAGEMENT</b> <b>MSCP: MANAGING SALES AND CUSTOMER PROCESSES</b> <b>MDMP: MANAGING DATA MANAGEMENT PROCESSES</b> <b>QM: QUALITY MANAGEMENT</b> <b>MWC: MANAGING WORK COMMUNITIES</b> <b>PM: PERFORMANCE MANAGEMENT</b> <b>MKH: MANAGING KNOW HOW</b> <b>MPP: MANAGING PERSONNEL PROCESSES</b>	<b>Deficits in the current know-how (per cent of respondents indicating deficits)</b>
NM: 6. I know how to network with international actors	69.30%
QM: 1. I have mastered the quality improvement theories and frameworks	61.50%
MS: 6. I know how to formulate service and product strategy	58.40%
FRM: 10. I know how to write/draw up a call for tenders/bids	54.60%
LR: 12. I know how to delegate	53.90%
QM: 4. I have mastered the principles of quality training and certification	53.90%
QM: 5. I have mastered the requirements and principles of certification of the organisation's systems and activities	53.90%
MS: 7. I know how to formulate competitor strategy	41.70%
FRM: 2. I have mastered the methods of cost accounting and pricing	41.70%
FRM: 5. I have mastered the basics of financial management and auditing	41.70%
PM: 2. I know how to set objectives at the team and individual level	41.70%
NM: 3. I know how to manage networks of experts	38.50%
QM: 6. I have mastered the metrics of the quality measurement	38.50%

FRM: 9. I have mastered the planning of goods and service procurement	36.40%
FRM: 11. I know how to compare tenders and how to choose the most suitable supplier	36.40%
SHLR: 6. I have mastered health care economics theories and applications	33.40%
SHLR: 7. I have mastered the field of accreditation and monitoring agencies and their interrelationships	33.40%
MS: 1. I can collect and analyze data to form the basis of the strategy	33.40%
PM: 1. I know how to familiarize personnel with the organisation's mission, strategic objectives and values	33.40%
MS: 2. I can anticipate the industry's forthcoming development (e.g. scenario planning)	33.30%
FRM: 1. I have mastered the methods of budgeting and financial planning	33.30%
CM: 3. I can produce written communication material (e.g. meeting memos, reports, communication design)	33.30%
CM: 4. I have good oral communication and presentation skills	33.30%
CM: 5. I have good negotiation skills	33.30%
CM: 6. I have good meeting/assembly skills (e.g. taking minutes, acting as chairman)	33.30%
LR: 10. I can accomplish/achieve change in the organisation	30.80%
QM: 2. I know how to determine the organisation's quality objectives	30.80%
QM: 3. I know how to plan the quality system for the organisation	30.80%
SHLR: 14. I know how to organise customer satisfaction measurement and how to analyze the results	27.30%
MWC: 4. I know how to manage multiprofessional teams	27.30%
MS: 3. I know how to use strategic tools (e.g. SWOT analysis, competitor analysis)	25.00%
MS: 8. I know how to concretize strategy into practical objectives	25.00%
MPP: 1. I have mastered the labour code and regulations	25.00%
MPP: 2. I have mastered work safety and occupational health issues	25.00%
MPP: 7. I know how to motivate and indent employees	25.00%
LR: 1. I am acquainted with leadership theories and concepts	23.10%
LR: 6. I have good organising skills	23.10%
LR: 5. I know how to manage entities	23.10%
NM: 5. I know how to utilise networks in developing the organisation's activities	23.10%
FRM: 12. I know how to manage supplier contracts	18.20%
FRM: 13. I know how to monitor the realisation of supplier contracts according to contract (e.g. quality, time of delivery)	18.20%
SHLR: 1. I have mastered social and health care and medical concepts and terminologies	16.70%
FRM: 3. I know how to interpret the organisation's key financial ratios and reports (e.g. utilisation rate, profit and loss statement)	16.70%
MWC: 10. I know how to reconcile internal conflicts in the work community	16.70%
CM: 2. I know how to plan the implementation and resources of internal communication strategy	16.70%
PM: 3. I know/ I am acquainted with performance measures/metrics and I know how to develop them	16.70%
PM: 4. I know how to monitor and challenge the realisation of objectives at the team and individual level	16.70%
CHM: 5. I know how to manage change operations/actions and support personnel during changes	16.70%
CHM: 6. I know how to monitor and evaluate the implementation of the change	16.70%
MPP: 4. I know how to create work plans	16.70%
MPP: 8. I know how to monitor employee performance and how to organise supervision of work	16.70%
MDMP: 4. I know how to ensure that staff have the requisites to use information systems	16.70%
MS: 4. I know how to define the organisation's mission and objectives	16.60%
MS: 5. I know how to evaluate alternative strategies	16.60%
FRM: 4. I know how to measure and monitor financial results with respect to objectives	16.60%
FRM: 7. I know how to assess the need for a property's repair and maintenance and their effects on the organisation's finances	16.60%
PM: 5. I know how to give performance feedback at the team and individual level	16.60%
LR: 9. I know how to take into account the organisation's values and principles in my work	15.40%
LR: 11. I have good crisis management skills	15.40%
SHLR: 15. I know how to handle customer claims/reclamations	9.00%
LR: 3. I have good interaction skills	8.30%
LR: 7. I have good problem-solving skills	8.30%
SHLR: 2. I stay abreast/up to date with social and health care trends	8.30%
SHLR: 5. I have mastered the legislation related to social and health care	8.30%
SHLR: 9. I have mastered the contractual practices of social and health care (industry)	8.30%

SHLR: 16. I know how to utilise customer feedback in developing new service products	8.30%
MS: 10. I know how to follow the actualising of the objectives	8.30%
MWC: 2. I know how to build teams	8.30%
MWC: 5. I have mastered the methods of supporting the individual in the work community (e.g. mentoring, coaching)	8.30%
MWC: 8. I know how to give constructive feedback to employees/personnel	8.30%
MWC: 9. I know how to utilise employee feedback in developing the work community	8.30%
MPP: 3. I know how to determine employee job descriptions	8.30%
MPP: 6. I know how to organise new employees' introduction	8.30%
MPP: 9. I have mastered employee compensation and benefits practices (e.g. salaries, employee benefits)	8.30%
MPP: 10. I have mastered employee satisfaction measurement and improvement techniques and procedures	8.30%
LR: 4. I can work in a goal-directed way	7.70%
LR: 8. I can handle conflicts	7.70%
MDMP: 1. I have mastered the possibilities to utilise information technology in the organisation	7.70%
MDMP: 2. I have mastered software applications that support the organisation's activities (e.g. email, MS Office applications)	7.70%
NM: 1. I can identify the organisation's interest groups and their needs (e.g. the patients' relatives)	7.70%
NM: 2. I know how to build trust and cooperation with the organisation's interest groups	7.70%
LR: 2. I understand how an organisation's culture impacts its effectiveness	0.00%
SHLR: 3. I am acquainted with treatment standards and their implications/meaning in my work	0.00%
SHLR: 4. I am able to utilise social and health care research (findings) in my work	0.00%
SHLR: 8. I am acquainted with funding and payment mechanisms of the health care system	0.00%
SHLR: 10. I can take into account the professional standards and codes of ethical behaviour in my work	0.00%
SHLR: 11. I have mastered patients' rights and responsibilities, and laws and regulations concerning those	0.00%
SHLR: 12. I recognize the risks related to patient safety and I can manage/master them	0.00%
SHLR: 13. I know how to take into account the needs and expectations of patients (and their relatives) in the treatment/caring process	0.00%
SHLR: 17. I know how to solve conflicts between patients and personnel	0.00%
MS: 9. I know how to communicate the objectives inside the organisation and ensure their actualisation	0.00%
FRM: 6. I know how to assess the need for equipment investments and their effects on the organisation's finances	0.00%
FRM: 8. I know how to assess the pros and cons of outsourcing with respect to the organisation's own service production	0.00%
MWC: 1. I know how to commit a work community into the organisation's objectives and procedures	0.00%
MWC: 3. I know how to develop/improve the wellness of the work community	0.00%
MWC: 6. I know how to create a supportive atmosphere within the work community	0.00%
MWC: 7. I know how to create an atmosphere in the work community that appreciates diversity and multiculturalism	0.00%
CM: 1. I know how to formulate internal communication strategy (what is communicated and by which channels)	0.00%
CHM: 1. I know how to notice and determine the need for change	0.00%
CHM: 2. I know how to determine objectives for the change	0.00%
CHM: 3. I know how to argue/rationalize/justify the need for change to the personnel	0.00%
CHM: 4. I know how to plan change operations/actions and allocate them according to the organisation's current state and resources	0.00%
MPP: 5. I know how to recruit and select new employees	0.00%
MPP: 11. I know how to determine employees training needs	0.00%
MPP: 12. I know how to apply employee's knowledge and experiences	0.00%
MDMP: 3. I have mastered the characteristics of the clinical information systems and software	0.00%
MDMP: 5. I have mastered the information confidentiality and security requirements	0.00%
MDMP: 6. I know how to ensure that the information concerning patients, personnel, and organisation is protected appropriately	0.00%
NM: 4. I know how to network with professional colleagues	0.00%





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