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REQUIREMENT PROFILE - GREECE

1. Introduction

The centre of the following document is a requirement profile for a case manager in Greece. The profile describes the qualities that a case manager should possess in order to fulfil the role. The profile consists of key competencies, which are the abilities of an individual, and can be encompass knowledge, skill and professionalism.

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2. Methodical approach to create a country specific requirement profile for case managers

The creation of country specific profiles is guided by the following question: “Which technical and interdisciplinary competencies do specialised personnel need to work as case managers in this country?”

The outcome of this approach is the detection competencies that are essential to working as a case manager. Various tools are used to aid this process:

1. KODE®X method
2. Guidelines for interviews
3. Standardised Questionnaires

Creation of a target profile using KODE®-X

The first step, using the standardised measurement technique KODE®-X as a basis, is to get to know which competencies are important for a potential case manager to successfully manage a case. The KODE®-X method is applied to determine these competencies.

KODE®-X is a measurement technique that measures specific characteristics - in this case competencies.¹ Competencies are self-organisational abilities. They “are based on knowledge, constituted by values, allotted as skills, fused by experiences, realised by will power” (Erpenbeck/Heyse 1999 S.162).²

Competencies are incredibly important in open question and decision making situations and in complex systems, as is the case when implementing case management.

¹ Ann.: To ensure the highest scientific standards the FHM-Kompetenzzentrum has been certified as a CeKom® (Centrum für Kompetenzbilanzierung). In the scope of CeKom® institutions Germany-wide follow the same quality standards to measure competencies. Inter-institutional projects are made possible using this national network.

² Erpenbeck, J. Heyse, V. (1999)

The target group in the employment promotion field are employees in job centres and recruiting agencies. The target group also includes specialised staff that work with people that are difficult to promote on the job market and/or participate in employment promotion programmes, career counselling, addiction counselling services and institutions that help people with mental-health issues, physical disabilities and special needs.

The target group in the health care sector consists of employees that work in discharge management in hospitals, specialised staff in day care, residential care, educational counselling, care counselling and specialised staff that work in information centres for old people and people with special needs, as well as the rehabilitation sector. Moreover, specialised staff that counsel in doctors' surgeries should also be targeted.

The KODE[®]-X questionnaire maps 64 interdisciplinary areas of competence. The role of the questioned experts is to determine how significant each competence is for a case manager. A scale ranging from 1 (not important) to 6 (extremely important) was used to measure the significance of each competence. 10 to 20 KODE[®]-X surveys, corresponding to the relative work fields, will be conducted in the participating countries.

Using an analysis of the survey results the most frequently named competencies will be selected and described. The results of the survey regarding required qualifications will provide an overview of the most desirable qualifications. The results will be compared to secondary analyses and expert opinions. The interdisciplinary competence requirements will be expanded using the professional requirements. This approach will provide indicators for the sector and country specific **requirement profile** of a case manager.

The goal of **the standardized questionnaire** is to understand which competencies specialised staff, who wants to work following the case management concept, need for client relations and cooperation with involved organisations. On the one hand the results of the survey will be used to create a requirement profile for case managers. On the other hand the results will be used to specify a training programme for case managers.

In addition to socio-graphic data the questionnaire includes questions about the personal competencies of the case managers³ and the networking work of case management. The survey consists of open and closed questions and a question measuring satisfaction using a scale. The results will be evaluated using frequency analyses and the answers to the open questions will be categorised.

The target group of the survey is similar to that of the KODE[®]-X method; it consists of employees in the health care and employment promotion sector.

The guideline supported interview consists of the following modules: personal profile and personal professional development of the respondent, personal knowledge, expertise and personal evaluation of counselling. The respondents' answers will be given in writing and evaluated using Mayring's⁴ methodology.

The research questions are as follows:

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- What are your most important occupational activities in your organisation?
- Please name the key competencies for your job?
- In which situations are the aforementioned competencies essential?
- How do you define success in terms of working with your clients and/or unemployed people?
- When and where did you develop these strengths? How did you acquire them?
- What are the most important work-related competencies that have led to success in your job?
- What advice would you offer a future social worker/counsellor/ case manager to develop and promote their professional and interdisciplinary competencies?

⁴ *Mayring, Philipp (2002)*

3. Requirement profile for case managers in Greece

The requirement profile of a case manager in Greece is based on the results of the KODE-X[®] method, the questionnaire and the guideline supported interviews.

Based on the KODE[®]-X job profile central results of the survey and interviews were used to create a competence based requirement profile for a case manager.

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3.1. Results of KODE[®]-X-survey

Results of the survey in Greece showed that the competencies reliability, credibility, helpfulness and initiative are considered to be most important. Future case managers are expected to approach their responsibilities in a disciplined and conscientious manner, while being guided by values and ideals. They should act convincingly and motivationally and stimulate the personal development of their clients. This means that personal commitment and the ability to initiate processes are required. Likewise, the training of personal responsibility, communication skills, a normative-ethical attitude and the willingness to actively address problems should be advanced.

Requirement profile according to KODE[®]-X key competencies

Competence	Average
Reliability	5.6
Credibility	5.5
Helpfulness	5.4
Initiative	5.4
Self-reliance	5.3
Communication skills	5.3
Normative ethical attitude	5.3
Ability to solve problems	5.3
Creative drive	5.2
Consequence	5.2
Organisational skills	5.2
Adaptability	5.1
Diligence	5.1
Cooperative skills	5.1

Fig. 1: Requirement profile according to KODE[®]-X key competencies

Relationship between the key competencies and the basic competencies

The four core competencies of the KODE[®]-X method are:

- Personal competence
- Activity and decision making competence
- Professional and methodology competence
- Socio-communicative competence

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The detected key competencies are assigned to the corresponding four core competencies. This results in the following distribution:

Competence	Percentage
Personal competence	32,14 %
Activity and decision making competence	25,00 %
Professional/methodological competence	14,29 %
Socio-communicative competence	28,57 %

Fig. 2: Core competencies

Additional findings

In addition to the aforementioned findings 22 experts were asked their opinion using a semi-structured questionnaire. Besides the collection of socio-graphic and occupational data the questionnaire focused on the following topics:

- Number and problems of clients as well as their access to advice and the reasons for needing it
- Criteria for job satisfaction and success in the job or in counselling situations
- Challenging situations
- The most important competencies and personal skills that are used in the practice of the profession and how they were acquired
- Which concepts do you work by
- What makes a good advisor and what advice would you give him/her?

In addition to KODE[®] X- questionnaire five experts were interviewed in an anonymous narrative interview. During the interviews biographical data on education, personal development and development of professional and transferable skills was captured as well as information about the interdisciplinary competencies and

interviewees' companies was acquired. The questions as described in chapter 2 are deciding in compiling a competence profile:

3.2. Results of data collection

In addition to KODE[®]-X questionnaire five experts were interviewed in an anonymous narrative interview. During the interviews biographical data on education, personal development and development of professional and transferable skills was captured as well as information about the interdisciplinary competencies and interviewees' companies was acquired. The questions as described in chapter 2 are guiding in the creation of a competency profile:

Survey results

➤ Sociographic data

The respondents employed in the health care sector are 41.5 years old on average. 19 females and 3 males participated in the survey. Most respondents have a university degree in social work, psychology and care. Participants also have degrees in medicine, occupational therapy and midwifery amongst others.

➤ Counselling activities

12 of the survey respondents have additional qualifications in counselling/training for systematic therapy or addiction counselling. Most of them have jobs as social workers, therapists, managers or health advisors. They attend to an average of 18 clients a week and carry out advisory and controlling tasks. In some cases their clients are assigned to them by third parties (transfers or public authorities). In other cases the clients come to them voluntarily or on a legal basis. Their problems were not named in the questionnaire.

Most experts cooperate with partners in the health care sector. Regular workshops, joint case discussions and professional exchange were all mentioned as preferred tools to promote and develop the aforementioned cooperation.

Summary of questionnaire and interview results

➤ Successful/joyful work

The respondents experienced work as success/joyful when they feel that they have helped solve a problem. This is particularly true when their clients are in difficult or dangerous situations. On average the experts rated their level of satisfaction as 7.7 on a scale from 1 to 10.

4. Summary

The written and oral respondents saw solving their clients' problems as their role as advisors. The results of the interviews and the survey also showed that the willingness to actively listen and the ability to see things from the perspective of their customers are important. In connection with this it was emphasised that personal competencies such as self-reflexion and authenticity are needed to build trust and ensure a sustainable collaboration as well as the ability to react to in crisis situations. Moreover, passion and love were mentioned in relation to the job. The questioned people expressed a desire for an exchange among peers and training, so that they can expand and strengthen their competencies.

Generally it can be said that the collected results are a small sample that only show trends and are not representative.

LITERATURE

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IDEC S.A.
Iron Polytechniou 96 / 185 36 Piraeus / Greece
www.idec.gr

Inbit Sp. z.o.o.
ul. Mickiewicza 47 / 70-385 Szczecin / Poland
Website

University of Warminia
ul. Oczapowskiego 2 / 10-719 Olsztyn / Poland
www.uwm.edu.pl

FHM
Ravensberger Str. 10G / 33602 Bielefeld / Germany
www.fh-mittelstand.de

EuroFortis Ltd.
Anninmuižas bulvaris 38-37 / 1067 Riga / Latvija
www.eurofortis.lv

Paulus Stradins Clinical University Hospital
13 Pilsonu str. / 1002 Riga / Latvija
www.stradini.lv

Pro-Eco, d.o.o
Vodovodna 99a / 1000 Ljubljana / Slovenia
www.pro-eco.si

Rehabilitation Network Ltd.
33 Victoria Road / BA21 5YA Yeovil / England
www.rehabilitationnetwork.com

Vocational Rehabilitation Consultants Ltd.
PO Box 555 / EX 4WX Exeter / England
www.vocationalrehabilitationconsultants.co.uk