

TABLE of CONTENTS

REQUIREMENT PROFILE - POLAND	2
1. Introduction.....	2
2. Methodical approach to create a country specific requirement profile for case managers	2
3. Requirement profile for case managers in Poland	5
3.1. Results of KODE®X-survey	5
3.2. Results of data collection	7
Summary of questionnaire and interview results.....	7
4. Summary	8
LITERATURE	9

REQUIREMENT PROFILE - POLAND

1. Introduction

The centre of the following document is a requirement profile for a case manager in Poland. 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.

2

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 competences.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 groups in the employment promotion field are employees in job centres and recruiting agencies. The target group also includes specialised staff that works 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.

3

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:

4

- 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?

³ *Mayring, Philipp (2002)*

3. Requirement profile for case managers in Poland

The requirement profile of a case manager in Poland 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.

5

3.1. Results of KODE[®]-X-survey

According to the KODE[®]-X-survey in Poland the emphasis in the training of professionals should be placed in the first place on professional recognition, relationship management and ability to advise others.

Ideally graduates will be able to actively apply and communicate modern methods of knowledge acquisition and knowledge management. They should be able to establish successfully a relationship with clients and cooperation partners, to mediate between different interests and to maintain a balance between closeness and distance. They ideally have the ability to promote the resources of clients, to develop goals with them and thus to enable self-organized actions. Furthermore, competencies such as dialog ability, credibility and helpfulness are required. Therefore, graduates should learn to work client-oriented, to address the needs of clients and to motivate them to accept personal responsibility.

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

Competence	Average
Professional reputation	5,9
Relation management	5,8
Ability to advise others	5,7
Dialog ability, customer orientation	5,6
Credibility	5,6
Helpfulness	5,6
Decision-making ability	5,5
Communicative skills	5,5
Ability to asses things	5,4
Cooperative skills	5,4
Ability to solve problems	5,4
Ability to understand other's perspectives	5,4

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

6

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

Competence	percent
personal competency	25,0 %
competency of activity and decision-making	12,5 %
professional and methodological competency	12,5 %
social communicative competency	50,0 %

Fig. 2: Core competences

Additional findings

In addition to the aforementioned findings 15 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 experts who have been questioned, who work in the employment promotion area, are medium 34 years old, 12 female and 3 male, they all have university degree, first of all pedagogy, psychology, counselling.

➤ Counselling activities

13 of them have additional qualifications, most of them as consultant, coach or trainer. Most of them work as trainer or counsellor. They have to supervise or to counsel average 25 clients per week. Most of the clients approach voluntarily, but a lot of them are assigned by a third party. Their problems are: difficulties to find a job, or they need further education or job reskilling, help in self presentation or cv-preparation or application. A lot of them have health or drug problems, family problems, problems with poverty or with law.

Summary of questionnaire and interview results

➤ Successful/joyful work

A successful/joyful work is featured by a good communication, by helping and solving problems, especially by getting them empowered or motivated and getting positive feedback or thanks and to get visible effects by the clients.

➤ The greatest strengths as a consultant and the competences which essentially contribute success in their job

In their opinion the important skills are communicative skills, dialog ability/customer orientation, but also expert knowledge and leading with the target in mind. A successful worker is characterised by empathy and

the ability to understand others perspectives, further by analytical skills and self-reliance. The ideal counsellor is engaged, willing to help and has openness and a positive attitude to other people and their minds. He/she is able to motivate and to persuade, up to motivate or persuade and always be consequent and directive as the case arises.

- Strengths have been developed and required

They acquired their consulting skills mostly by themselves, by working, observing and improving (learning by doing), during their studies and in further training. They work mostly intuitively. They need their skills in all situations, especially in crises. They would like supervision and collegial exchange to optimize their consulting activities.

- Advice to future social workers

To future social workers/counselors they would give the advice to be ready for action, to be able to make a good dialogue and to be orientated at customers. They should have energy and self-reliance.

4. Summary

The collected results represent a small sample that show trends and are not representative.

Based on the created requirement profile for case managers in the employment promotion field it can be said that the development of the socio-communicative competency is considered very important. This means that the competencies relationship management, advisory abilities, dialogue capability and helpfulness are highly valued. The presence of the personal competency is expected. However, the activity and decision making competency as well as the professional and methodology competency should not carry as much weight.

According to the written and oral respondents the goal of their advisory activities is to motivate their clients and enable them to act independently. The willingness of the consultant to think holistically and analytically was highlighted during both the interviews and in the results of the survey. Moreover being open and understanding towards the clients and being able to motivate and assure them was emphasised. This includes empathy and the willingness to understand the clients as well as professionalism, being goal-oriented and consistent. The respondents stressed the importance of ambition and personal responsibility.

The interviewees would like to make use of supervision and an exchange with their peers.

LITERATURE

Erpenbeck, J. Heyse, V. (1999). Die Kompetenzbiografie. Münster: Waxmann

Mayring, Philipp (2002). Einführung in die qualitative Sozialforschung. Eine Anleitung zu qualitativem Denken. Auflage. Weinheim und Basel: Beltz