

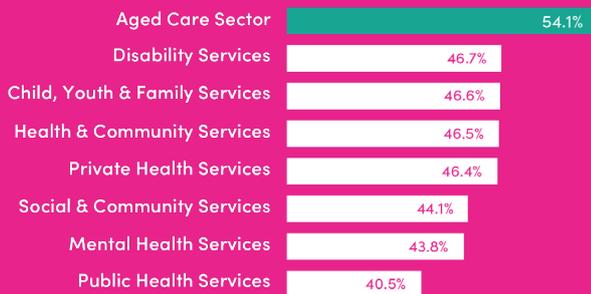
## Insight #11

# Management competencies

Aged care organisations have been slowly improving how well they address manager competency issues over the last 10 years.

### The organisation addresses manager competency issues

Health & community sector overall respondents: 204,591



... Though the younger age cohorts rate management competency much more favourably than the older age cohorts.

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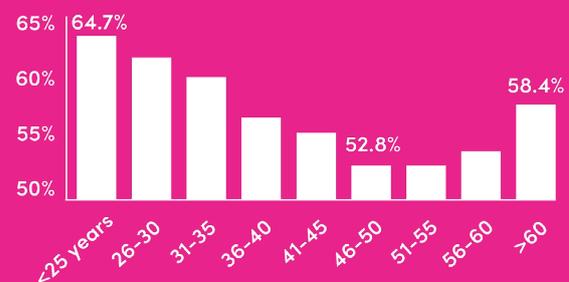
Respondents: 53,656



The aged care sector rates higher than a wide range of other health and community sectors on this attribute...

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## Insight #11

# Management competencies

### Analysis of the insight

Aged care workers think that their organisations are getting better and better at ensuring their managers have the competencies required to lead.

At the beginning of the decade, the Aged Care Census Database (ACCD) data tells us that only 49% of aged care workers thought their organisations addressed manager competency issues. By 2017-19 a high of 57.4% of aged care workers thought their organisations did.

### So, what are managerial competencies and how do they help providers?

There is a need for aged care managers to have the competencies that enable them to lead aged care workers through this period of sector growth and change.

Technically put, managerial competencies are the skills, motives and attitudes necessary to identify, manage and develop workers' competencies to realise an organisation's goal.

In aged care, therefore, managerial competencies are required to identify, **manage and develop workers' ability to provide quality aged care services and supports.**

### So why should providers worry about managerial competencies?

A literature review of 153 papers relevant to leadership and management in aged care found that:

Positive staff experiences of a manager's leadership are critical to ensure job satisfaction and workforce retention, the provision of quality care and the well-being of care recipients, and potentially a reduction of associated costs.<sup>1</sup>

So, if you want your workers to be happy, keep turning up to work and provide good quality care, then managerial competencies are something to consider seriously.

That said, while you are starting to investigate this you can also be heartened by the fact that the ACCD data shows that **aged care workers rate their sector more highly on addressing managerial competencies than other health and community sectors rate theirs: 54.1%** compared to the next highest rating of 46.7% for the disability sector.

1. Jeon, YH., Glasgow, N.J., Merlyn, T. et al. (2010) Policy options to improve leadership of middle managers in the Australian residential aged care setting: a narrative synthesis. BMC Health Serv Res 10,190 (2010), <https://doi.org/10.1186/1472-6963-10-190>