Reviewer's report

Title: "How is the NPM applied in the occupational health care system?" - policymakers' and OH personnel's perspectives in Finland

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Reviewer: H.Nico Nico Plomp

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The manuscript deals with a subject that is relevant in Western Countries in the moment: the change in the management regimes in Public Services The New Public Management applied in OHS. A clear question is formulated. The concept of NPM is operationalized by Hood theses and presented to workers and policymakers of the Municipal OHS’s in order to collect their opinions. Results show that policymakers more than workers support the NPM-idea; both agree on the necessity of strict criteria for operation evaluation.

Main problem I have is

- Constellation of Finnish OH remains too vague what makes is difficult to understand/interpret the data gathered, at least for non Finns.
  - How is a municipal OHS organized and what kind of services are delivered?
  - The phenomenon of chosen policy makers is not familiar to me; are politicians meant, who can disappear after a period? Between the political representatives and workers mostly exists a management shift that has to deal with the workers who mostly are referred to as the professionals. Don’t they exist, what is their role and why aren’t they included?
  - I like to know what kind of management concepts do prevail at the moment or are discussed for the future; this gives the context that is reflected in the reactions of the respondents.
  - Also more information of the environment is needed for a good understanding. It seems that the observed need for change is caused by competitive private OHS; then the common challenge for management and workers is the cope with this competition.
  - Because of the lack of context conclusions drawn in the last paragraph are very general without showing the impact for the services, nor the relevance for other non-Finnish contexts.
  - Despite the long enumeration of the literature, in conclusions

Major

In order to make the content better understandable for a non-Finnish audience, data and conclusions should be considered more in relation with the context of
the municipal OHS’s.

Minor revisions

Quotations are now collected at the end of each paragraph; it makes more sense to place them after (or refer to) the statement of which they are an illustration.

Discussing the relevance of the outcome in relation to NPM- literature that is presented extensively, is desirable.

**Level of interest:** An article whose findings are important to those with closely related research interests

**Quality of written English:** Needs some language corrections before being published

**Statistical review:** No, the manuscript does not need to be seen by a statistician.

**Declaration of competing interests:**

I have no competing interests