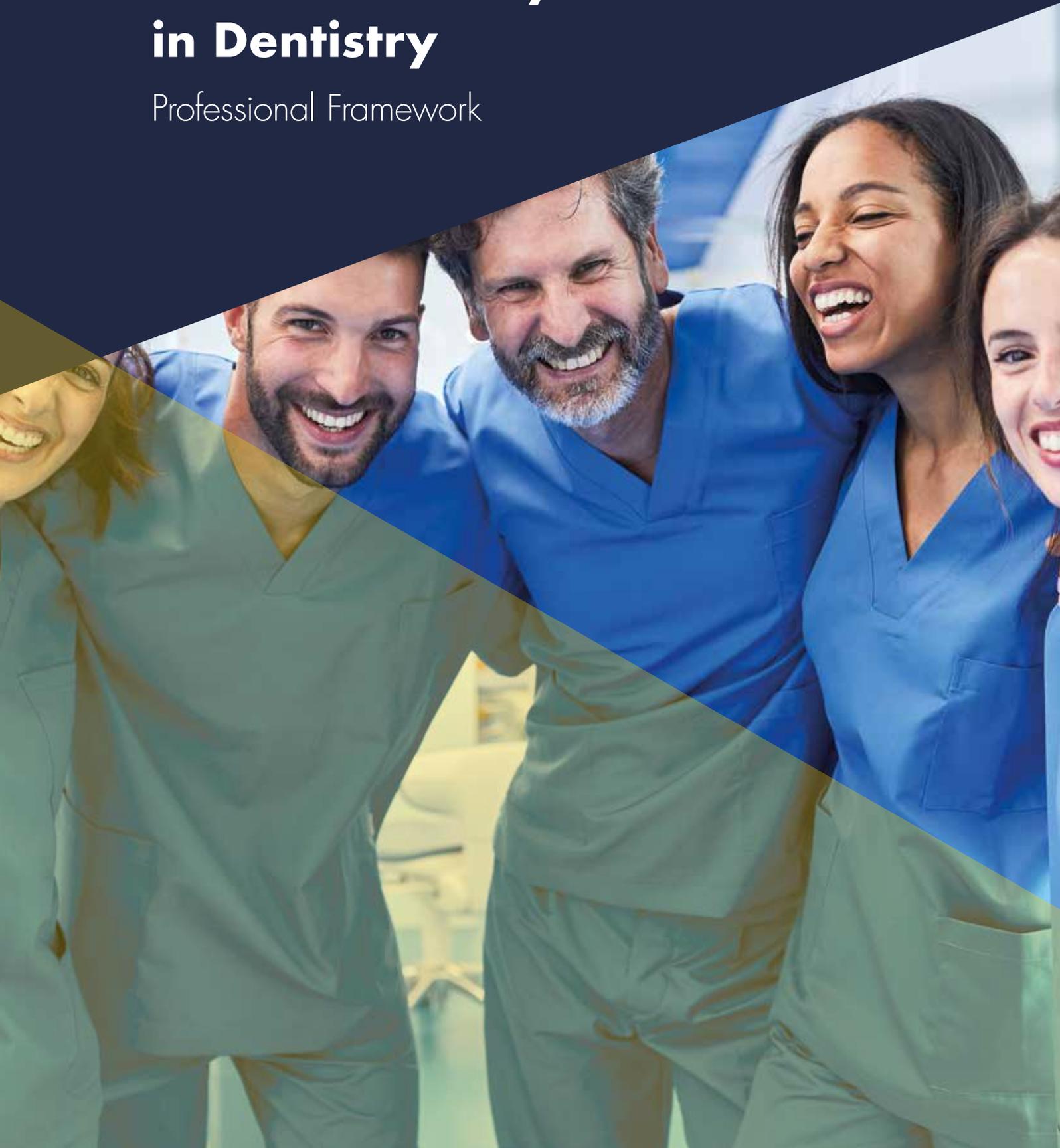




Career Pathways in Dentistry

Professional Framework





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Editorial production: Steve Stark, Simon Thornton-Wood, Clare Denton

Foreword



Dr Abhi Pal
President, College of General Dentistry

It gives me enormous pleasure to present this Professional Framework which describes the professional capabilities and skills that would be expected of all dental professionals at each stage of their careers. The Framework will effectively be the underpinning philosophy for the College's Career Pathways, which is also being released. This work is a product made for dental professionals by dental professionals. I give my sincere thanks to the many dentists, hygienists, therapists, nurses and technicians who have contributed to this work through Working Groups. I would also like to thank Colgate for their generous support that has enabled this work to be completed.

Individuals who carve out a career in the primary dental care sector have been almost unique within healthcare professions in not having defined career structures to support their professional development, despite the presence of multiple training opportunities. The exception is the very small proportion of the dental workforce who work in salaried NHS posts. There are multiple and complex causes for this. These include the fact that general dental practice enjoys a high level of autonomy, that there is little regulation of post-qualification training in primary dental care, and that there is limited support for both career enhancement and resulting reward from the NHS - even though the vast majority of NHS dentistry takes place in general dental practice. The creation of career pathways is needed for:

- providing recognition of professional development and training for all dental professionals
- promoting job satisfaction and workforce retention

- inspiring public confidence in the post-qualification professional development of dental professionals
- complementing NHS workforce development plans.

With the current crisis in dental workforce recruitment and retention it is now more important than ever to bring in processes that encourage colleagues to feel valued and enhance job satisfaction. Our Framework and Career Pathways aims to do this.

The College of General Dentistry is the only national professional body that has a membership spanning all dental professional groups, and one which has supporting careers and setting standards as its primary focus. It is therefore only fitting that the College is the rightful body which can create a Professional Framework such as this. The creation of this Framework not only fits with the charitable objectives of the College but is also consistent with the work of a Royal College, which we aspire to become.

The Framework is an important contribution by the College to the professions, and we would encourage both individuals to use it in reflecting on their own progress, and organisations to adopt it in support of their teams, and their workforce planning and development.

The Framework is being released alongside the College's Certified Membership Scheme. This unique proposition, which will be for all members of the dental team, will provide a tool for individuals to evidence they have met the capabilities for each career stage as defined in the Framework. Progressing along the Scheme will be a journey of professional development, rather than an end-point examination, and one in which the individual will be supported.

Finally, I emphasise that the Professional Framework is an iterative process which the College understands may require refinement in time. We welcome feedback from the profession on the Framework so that we can work together to make this as robust a product as possible.




Professor Avijit Banerjee
Chair, Career Pathways Programme Board

Within the ever changing and expanding world of postgraduate oral and dental training opportunities that are now available, burgeoning especially online over the two years of the global SARS-CoV-2 pandemic (2020-2022), it has never been more timely and relevant to re-evaluate the fundamental approach to professional and personal career development. This has, to date, been based traditionally with a bias towards the attendance and completion of certain training programmes or courses and collecting further qualifications, mainly for dental practitioners.

The primary underlying tenet of the College of General Dentistry is its commitment to encourage and facilitate pragmatic, life-long, experience-based learning and professional development, supporting all its faculty members across the breadth of the oral healthcare team. Its innovative approach encourages flexibility for its members to meet their practice and career aspirations, whilst recognising mile-stones along their often varied professional journeys by providing a clear and coherent supporting framework.

The College of General Dentistry has and is continuing to work together closely with a wide group of individuals and stakeholders, to develop and create the following primary care Career Pathway scheme for oral healthcare team members across the four College faculties (Dentists, Dental Therapy & Dental Hygiene, Dental Nursing & Orthodontic Therapy and Clinical Dental Technicians & Dental Technicians). This Career Pathway scheme is underpinned with a Professional Framework that recognises a team-based, phased approach to oral and dental healthcare delivery and professional development. It defines a simple sequence of "career inflection points" – clear steps in progression – to which specific capabilities are mapped.

CAREER PATHWAYS IN DENTISTRY

The Professional Framework builds on the knowledge, skills and other attributes that oral healthcare team members may aspire to at different phases of their career, by describing the typical level of a practitioner's capability in each of the five domains, at each career stage. These include clinical and technical skills, professionalism, reflection, development and agency, as described in the following professional statement, at each of five career stages (safe, capable, experienced, enhanced and accomplished practitioner). The College's Certified Membership scheme will provide the suite of tools to enable, guide and facilitate all faculty team members along their individual postgraduate development journey, providing the opportunity to embark on a pathway that fits in with personal learning and training goals and career development plans. Using gateway qualifications as a landing platform, members will navigate their individual career pathway using a flexible, modular approach supported by a facilitated, reflective personal development plan. Indeed, those that have already established themselves in their careers will not only have opportunities to further develop their career aspirations, but also help other colleagues with guidance and mentorship opportunities. Recognition and standing as part of the College of General Dentistry's membership structure will acknowledge one's development and commitment to General Dental Practice, so becoming ambassadors of the profession globally.



FOREWORD

Acknowledgements

Career Pathways programme contributors

We would like to acknowledge the work and commitment of dental colleagues who have taken part in the development of the Professional Framework, without whom we would not have such a comprehensive and inclusive structure for the whole dental profession.

Programme Board

Professor Avijit Banerjee (Chair)
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Heather Mitchell supported the Programme Board in her role as HEE Fellow

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Nyree Whitley

Support team

Clare Denton

Kirsty McCulloch

Har Amrit Singh

Fergus Tracey

Tara Williams.

We are particularly grateful to Steve Stark of Then Somehow, who facilitated and guided the work of the Working Groups and whose experience in developing teams has informed our thinking in the development of the Professional Framework.



We are grateful for the support of Colgate in enabling the development of our Career Pathways programme.

ACKNOWLEDGEMENTS

Introducing our Career Pathways in dentistry

Our Career Pathways are a series of clear, progressive steps for every member of the dental team, underpinned by our Professional Framework, which describes the breadth of capabilities at each step in a practitioner's career.

They provide a structured purpose and direction for careers across the oral health team, enhancing professional standing, and nurturing a commitment to life-long learning within dentistry. Created by the professional team, for the professional team, they are built on the strength of real experience.

The Professional Framework supports you to reflect upon and plan your professional development as you extend and augment the broad range of skills needed to provide the best patient care.

This is the first public release of the Professional Framework. As a living document it is an evolving resource and we encourage you to explore it, test it out and consider how you might use it to support your own development as well as the development of your colleagues.

Send us your feedback so we can continue to develop it:

cgdent.uk/professional-framework-feedback



So why does primary care dentistry need Career Pathways?

There is currently no clearly defined career structure within dentistry and we believe that the whole dental team deserves the same sort of progressive career structure that other healthcare professions have long enjoyed, particularly at a time when there has never been a greater need to retain and nurture a motivated workforce in dentistry.

Over the past two years, as we have worked to establish the College, we have listened to views from across the dental team. The message is consistent: where there should be a sense of opportunity and direction, there is a fog of confusion. This is not helped by the upheaval in dental services that has been building in recent years, and now appears to have developed into a storm.

And we believe there is a need to nurture mutual respect amongst the dental team. We are equally convinced that the best outcomes for patients demand cohesive engagement of the whole team. So we have worked to produce a single professional development structure that supports each member of the dental team, marking their progression with a universal system of recognition.

Debbie Reed
Chair, Dental Nursing and Orthodontic Therapy Group



"The College of General Dentistry's Career Pathways offer a much-awaited opportunity to extend the boundaries of professional development for those employed across the Dental Nurse and Orthodontic Therapy professions. CGDent's Career Pathways offer the means to acknowledgement and parity of esteem for all registered occupations, and routes to recognition within the dental sector for all those who contribute to the progression of oral health."

Your College; your Career Pathway

We want to inspire people once again to take great pride in working in primary care and general dentistry and we believe our Career Pathways and Professional Framework can help do that.

Our standing as the authoritative, professional body for all members of the dental team, across the UK and beyond, means that we're best placed to develop and provide the Professional Framework that can be used throughout the profession. Engaging with other dental organisations and bodies, as well as key stakeholders, we have been able to curate a comprehensive and inclusive Framework that serves a purpose for every individual working in general dentistry. And we want to continue to evolve it so that it supports your professional development effectively and comprehensively.

Our approach

Through the Career Pathways, our aim is to build life-long career structures that provide purpose and direction for professionals across the oral health team: to mark professional standing; to encourage mutual understanding and respect; to foster parity of esteem; and to engage the confidence of patients in the skills and care they receive.

Our Career Pathways are not just about encouraging you to gain the right qualifications to progress your career. It's much more far-reaching than that, and embraces the full spectrum of ways you can validate and mark your skills, achievements and knowledge, to both your peers and your patients. As well as confirming your existing skills, it encourages you to think about the professional and clinical/technical skills you can develop further in order to progress to the next stage of your career.

Our Career Pathways are:

- patient- and profession-centred: recognising the mutual interest in a trusting and supportive relationship
- structured and evidence-based: drawing on the experience of other professions
- consultative: involving practitioners who appreciate the different facets of practice
- authoritative: engaging with the agencies and institutions whose recognition will enhance credibility of the professional standing we represent
- accessible: meaningful and relevant to the dental team and the range of roles that individuals perform embracing diversity within our professional constituencies.

Phil Dawson
Chair, Dental Practitioners Group



"The Career Pathway for Dentists provides a clear framework that identifies the different stages of career progression. It recognises the key features of these different stages as well as illustrating how these stages may be evidenced. Rather than being an old-fashioned 'tick-box' framework, this modern approach contains a great degree of flexibility which allows the modern 21st century dentist to adequately showcase their career development whilst simultaneously allowing the profession and the public to be confident that such a framework represents a safe and coherent structure to career progression."

Developing the Career Pathways

The process of creating the Professional Framework began through consultation within the College and with our predecessor, FGDP(UK). We mapped Career Pathways for each of the professional constituencies in the dental team, in a coordinated way that recognises the importance of a team-based approach to patient care.

We convened a Career Pathways Programme Board to oversee the development, which is chaired by Professor Avijit Banerjee of King's College London, and also includes Dr Roshni Karia, Vice President of the College of General Dentistry, and Simon Thornton-Wood PhD, Chief Executive.

The Programme Board appointed a Reference Group, which advises and guides the programme, and four Working Groups that reflect the different professions within the dental team. These groups of dental professionals developed a progressive structure of skills, knowledge and attributes that may be expected at each stage of a career in each specific dental team role.

The Working Groups initially worked independently from each other, with an initial framework created from existing, relevant frameworks and with guidance from the FGDP(UK) Education & Training Committee.

After the first phase of the project, it was immediately apparent that the separate Working Groups had arrived at conclusions that were very strongly aligned. It was self-evident that a universal, consensus framework could be readily compiled.

Informed by this evidence, we meticulously amalgamated the identified skills into one comprehensive framework, that is relevant to each of the professions within the dental team. The Working Groups have then subjected the framework to further review.

The process has been led by dental professionals who have given their time generously, and we are proud to present the profession with a framework that fosters mutual understanding and support and encourages mutual respect and esteem within general dentistry.

Darren Ware
Co-Chair, Dental Technology and Clinical Dental Technology Group



“The Career Pathway for Dental Technicians offers professionals an opportunity to gain recognition for their skills and experience as well as their knowledge acquired outside traditional routes. It provides guidance for personal and professional development that supports professional registration requirements and beyond, and also reflects the professional’s contribution to the industry as a whole. The Career Pathway helps demonstrate professional parity across the team and promotes mutual respect across the dental team.”

Support for the Professional Framework

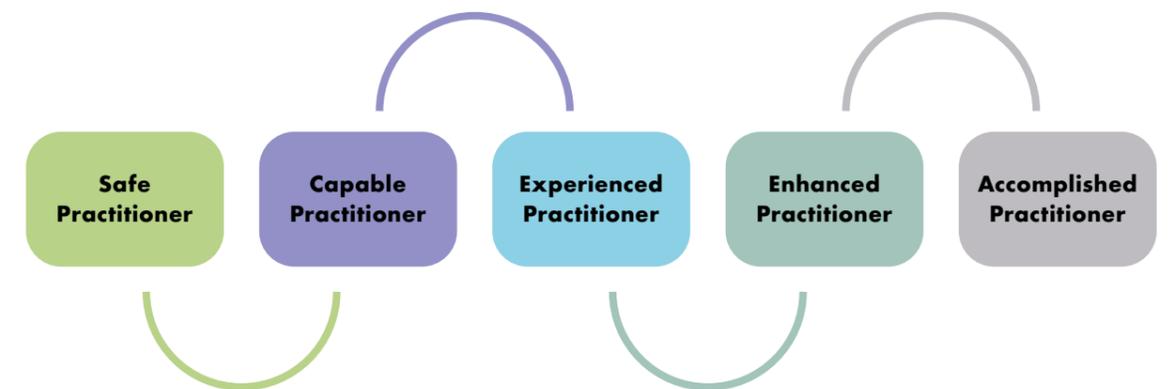
Throughout the process of developing our Professional Framework, we have engaged with contributors from across nations and the regions of the UK. Our Working Groups have drawn in knowledge and expertise from independent and corporate dental practices, from professional associations, those working with regulators and commissioners of NHS dentistry, from universities and other training institutions, as well as the Deaneries.

The success of our Professional Framework depends on support and adoption amongst a variety of bodies and businesses, and we have been gratified by enthusiastic expressions of support in our work on all sides.

Introducing the Career Pathways and Professional Framework

Our Career Pathways define a simple sequence of “career inflection points” – clear steps in a progression – to which specific capabilities are mapped.

We have been careful in our use of terms to describe career stages, to provide an accessible terminology which is understandable in the context of every role in the dental team. We have purposefully not adopted terminology which might have currency today, but might well change as trends and policies evolve.



Our Professional Framework describes the knowledge, skills and other attributes that dental professionals may aspire to at each of these stages of their career.

We have identified five “domains” within which we have laid out 22 skills:

Clinical & Technical	The capability to diagnose, to advise and to treat
Professionalism	The conduct and behaviour to engage patient trust and confidence
Reflection	Awareness of personal impact, abilities and limitations
Development	Commitment and capability to improve the service to patients
Agency	The ability to resolve solutions independently and through others

Each career stage is accompanied by a description of the capability (identified in the Professional Framework) that is expected of the practitioner at that level. We have ensured that the Career Pathway is not prescriptive: it offers a wide range of options and ideas for ways to demonstrate development across all five domains, using real-life examples as a guide.

We have designed the Framework to enable and facilitate supported self-reflection and a patient-centred approach to practice. It empowers the individual to take ownership of their own progression and encourages a culture of continuous learning and development.

Frances Robinson
Chair, Dental Hygiene and Dental Therapy Group



“The Career Pathways offers a true framework in which to progress through all of our careers. This innovative approach to progression is mirrored across all the dental professions; as Dental Hygienists and Dental Therapists we hold a wealth of expertise, experience and skill, the Framework provides a unique opportunity to be instantly recognised for your standing in, and commitment to, your chosen profession. The Framework offers a tangible way to set goals and aspirations for your career, to keep developing, to keep striving forwards, with the support from colleagues and the wider College.”

Who can use it?

Our Professional Framework has been specifically developed to give structure and support to all members of the dental team; Dental Nurses, Dental Hygienists, Dental Therapists, Orthodontic Therapists, Dental Technicians, Clinical Dental Technicians, and Dentists.

The Framework encompasses the five stages of a practitioner’s career from ‘Safe Practitioner’ to ‘Accomplished Practitioner’ and supports all dental professionals from early-career practitioners to professionals with many years’ experience and enhanced skills.

We have ensured it takes a flexible approach to career development, acknowledging the many options available in general dentistry. You can use the framework in different professional settings depending on your situation. It doesn’t follow a tick-box approach, instead it encourages reflective practice; with our forthcoming Certified Membership scheme, we foresee the development of a journal to demonstrate your skills and knowledge. It also suggests other forms of ‘evidence’ such as multi-source feedback and relevant CPD activities.

Career Pathways and Certified Membership of the College

In the coming months, we will be launching Certified Membership of the College. Offered in parallel with our existing membership route, Certified Membership will be a mark of your ongoing commitment and achievement in dentistry. Aligning with our Career Pathways, Certified Membership confirms the stage you have reached in your career and supports you in your next steps.

Every Certified Member will receive support from a College Facilitator, providing mentorship and guidance, underpinned by the Professional Framework.

Our new Faculties of the College for the various dental team roles will have a membership structure that reflects that same progression from ‘Safe Practitioner’ to ‘Accomplished Practitioner’ – from Associate Member to Fellow. Membership of a Faculty will go hand-in-hand with College membership and Certified Membership, for no additional membership contribution.

Michael Brindle**Co-Chair, Dental Technology and Clinical Dental Technology Group**

"I am delighted that the College of General Dentistry is putting processes in place that will provide a clear way for Clinical Dental Technicians (CDTs) to continually develop their professional skills throughout their career. The College's Career Pathway provides CDTs with an ideal vehicle that supports ongoing progression for all stages of a career. With the support of a facilitator, a CDT will be able to navigate through the structured learning levels of competency. This will allow the CDT to maintain a planned and logical journey through their career, progressing to higher levels of proficiency, as well as College and Faculty membership whilst improving patient care and treatment outcomes."

Send us your feedback

The Professional Framework is a live document that we will continue to develop in response to feedback from dental professionals who have explored it and considered how it may be used.

We would love to hear how you think it will support your career progression and how we could improve it to support you better. Log your feedback here: cgdent.uk/professional-framework-feedback

**The College of General Dentistry**

The College of General Dentistry is the only membership College dedicated to quality and standards in primary care and general practice dentistry.

We serve the public and patient interests in oral health care and provide a professional home for all members of the dental team. We set standards for the profession, define career pathways, and lead thought for the future of dentistry.

We welcome members from the whole dental team, and students – we are here to help you develop and enhance your career, knowledge and clinical/technical skills, whether you work in NHS, private or mixed practices.

Members benefit from free access to our extensive CPD library and e-PDP, subscription to our respected journal *Primary Dental Journal* and discounts on events and on indemnity with Dental Protection.

Visit our website to learn more about membership and to join – cgdent.uk/join

Professional Framework



1 Safe Practitioner



1. Clinical & Technical

1(a) Techniques

Techniques: able to carry out a range of procedures or techniques accurately and safely.

Support: receptive to help and frequently seeks the support and assurance of more experienced colleagues, recognising areas for development in own competency.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have an insight into your competency and recognise areas for development, detailed in your reflective log.
- For Dentists, Dental Hygienists, Dental Therapists, Dental Nurses and Orthodontic Therapists: You have accurately carried out a number of individual procedures safely and to an appropriate standard, demonstrated through your logbook of care - no set requirements.
- You have worked independently, perhaps alongside a colleague, and/or under supervision, in a timely manner and have sought support when appropriate, demonstrated through multi-source feedback.
- You have used a range of techniques in clinical/technical cases and can illustrate these techniques with photographs /radiographs.
- You are developing a PDP which reflects how you have built on your knowledge of techniques since graduation.
- You have undertaken CPD related to developing your clinical/technical techniques and skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(b) Knowledge

Knowledge level: has a foundation level of knowledge and is developing an understanding of its application.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dentists: You have successfully completed dental foundation year.
- For Dentists: You have completed part one MJDF/MFDS.
- For all other dental professions: You have successfully completed your qualification courses.
- For Dental Hygienists and Dental Therapists: You may have completed foundation year, but this is not necessary.
- For Clinical Dental Technicians and Dental Technicians: You have effectively carried out routine clinical/technical work whilst being responsive to supervision.
- For Clinical Dental Technicians and Dental Technicians: You have a knowledge of medical device regulation.
- For Clinical Dental Technicians and Dental Technicians: You have undertaken personal research, or a technical practice witness statement.
- You are developing a PDP which reflects how you have built on your theoretical knowledge since graduation.
- You have undertaken CPD related to developing your clinical/technical knowledge, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(c) Analysis

Analysing needs: is beginning to understand and interpret the needs of colleagues and patients to ensure a positive professional and patient experience.

Engaging with others: engages with the oral health care team to analyse significant events and improve (patient) outcomes.

Self-analysis: in order to inform personal development, is starting to analyse own work by seeking pertinent feedback from across the team.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought multi-source feedback and use it to reflect on your work, shown in your reflective log.
- For Dental Hygienists and Dental Therapists: You are beginning to get involved with direct access appointments, and know when support is required, reflected in case studies.
- For Dental Hygienists and Dental Therapists: You work closely with a referring practitioner and are involved in analysis in order to provide bespoke patient care, shown in case studies.
- For Clinical Dental Technicians and Dental Technicians: You work closely with a referring practitioner and are involved in analysis in order to manufacture devices to a satisfactory standard and provide bespoke patient care, demonstrated in case studies.
- Where applicable, you have given advice to patients which has resulted in improved oral health, detailed in your reflective log.
- You have been involved in audit/service evaluation/quality improvement.
- You are developing your PDP, including identifying how you are shaping your analytical skills and how you plan to progress these further.
- You have undertaken CPD related to developing your analytical skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(d) Judgement

Sound judgement: makes evidence-based judgement in clinical/technical practice. Respects scope of practice, ensuring quality within own scope, and appropriate referrals beyond it.

Support: seeks input, guidance and support from others when appropriate.

Mitigating risk: understands the importance of risk assessment and how to report concerns.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have treatment planned and applied effective judgement to a clinical case, or in your practice, shown in a detailed case study.
- Your manager/senior clinician has assessed that you have demonstrated effective judgement and is able to cite examples, shown in a recent appraisal.

SAFE PRACTITIONER

- You have led a variety of patient and colleague interactions and outcomes, and can show them in your reflective log, such as:
 - advising on best practice oral health techniques
 - cases referred to colleagues including your reasons and recommendations
 - you have sought guidance on a clinical matter and worked with a colleague to build your capability in a technique or area of knowledge
 - you have applied risk assessments in your practice
 - or any other examples you feel demonstrate how you have applied judgement appropriately.

CLINICAL & TECHNICAL

- You have started to develop your PDP, detailing how you have developed your judgemental skills and how you plan to progress further.
- You have undertaken CPD related to developing your skills of judgement, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2. Professionalism

2(a) Communication

General communication: understands the role of communication in influencing behaviour change and knows when to ask for advice about communication issues if required.

Communicating clinical/technical matters: able to communicate effectively regarding clinical/technical matters with patients, colleagues and the wider community.

Communicating in difficult situations: is building communication skills to manage difficult conversations and is confident to ask for guidance when managing sensitive or important communications.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used your communication skills in a difficult situation, perhaps with guidance from others, and have learnt from the experience, shown in your reflective log or multi-source feedback.
- For Dental Technicians: You are building skills communicating with referring practitioners, detailed in your reflective log or multi-source feedback.
- For all other dental professions: You have communicated treatment options to allow patients to make fully informed decisions, making reasonable adjustments for any communication difficulties, shown in your reflective log or patient feedback.
- You have gathered multi-source feedback which shows you can communicate effectively with patients, colleagues and peers.
- You have an insight into your competency and can recognise areas for development, detailed in your reflective log.
- You have used patient feedback forms, or multi-source feedback, to reflect on areas for future development.
- You have planned how to develop your communication skills in the future, in your PDP.
- You have undertaken CPD that supports your communication skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(b) Consent

Understanding consent: has a clear understanding of the consent process and Mental Capacity Act and ensures valid and relevant consent is obtained for any type of procedure, or when involved directly with the public, engaging with others as appropriate.

Patients with reduced capacity: understands when support is necessary and where to access it, when working with a patient with reduced capacity.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dental Technicians: You have gained valid consent when involved in providing denture repairs direct to the public or taking shades, indicated in your reflective log or multi-source feedback.
- You follow the consent process and can show this in your clinical/lab notes or other evidence.
- for all other dental professions: You have reached out for support from colleagues to aid in consent when working with a patient with reduced capacity, and you have used this to learn and progress, detailed in your reflective log.
- You use your PDP to identify areas for development regarding gaining valid consent.
- You have undertaken CPD related to issues around consent, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have used patient feedback to ensure patients fully understand the consent they have given, confirming your understanding and application of relevant and valid consent.

2(c) Ethical Practice

Principles and advocacy: understands the principles of ethical practice and is building experience of its application in practice in order to ensure the best patient care. Understands the importance of practising with honesty and integrity.

Professional development: maintains professional competencies to ensure they are practising ethically at all times, putting patients' interests first.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You can show how you understand the importance of practising with honesty and integrity through your reflective log or multi-source feedback.
- You identify any development needs in relation to ethical practice in your PDP.
- You practice ethically and can show this through multi-source feedback or patient feedback eg testimonials from patients via online reviews or friends and family tests.
- You have undertaken CPD to develop your understanding and knowledge of ethical practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You adhere to ethical practice by maintaining professional competencies through your PDP and CPD hours.

2(d) Regulation

Current regulation: understands current regulation and is compliant with national standards.

Governance: understands the function of governance as applied locally, through involvement with local governance within the workplace.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You are involved with local governance within your practice eg in the form of audit, practice meetings, patient feedback etc or anything else which comes under the umbrella of clinical governance, and can demonstrate this in your reflective log or role description.
- You have undertaken CPD and training to ensure you adhere to regulations in your practice eg IRMER (radiography), BLS/ILS (Basic life support/Immediate Life Support), medical devices standards, and can show this by providing up-to-date certificates. You have critically evaluated the effectiveness of this CPD with a view to selecting appropriate future CPD activities.
- You have identified future learning needs related to regulation in your PDP.

2(e) Record Keeping

Maintaining records: maintains contemporaneous records that reflect the standards in the current national guidelines. Understands, and complies with, GDPR storage and disposal of notes.

Managing records: understands the value of record keeping and the benefits of strong record keeping for patients, colleagues, personal professional standing and overall patient care. Uses records for learning and reflection, and knows when to ask for help or clarification.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Clinical Dental Technicians and Dental Technicians: You manage and interpret information effectively and make appropriate observations and suggestions accordingly, shown in clinical/lab notes, your reflective log or multi-source feedback.
- You have maintained and managed records effectively and can show this with examples.
- For Dental Nurses and Orthodontic Therapists: You manage and interpret dental records confidently, extracting your meaning and the subsequent actions and preparations needed, shown in clinical/lab notes, your reflective log or multi-source feedback.
- You use your PDP to plan future development related to record keeping.
- You have undertaken CPD related to record keeping, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have used your records to identify areas for future improvement or development, detailed in your reflective log.

3. Reflection

3(a) Behaviours

Own behaviour: acts courteously and respectfully towards colleagues, patients and all members of the dental team.

Improving behaviours: aware of expected minimum standards of behaviour by self and others, and knows how to seek help if experiencing inappropriate behaviours. Can identify areas of own behaviour towards colleagues, patients and other members of the dental team, that require development.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You can identify areas of your behaviour that require development by accessing multi-source feedback.
- You have developed an understanding of your behaviour through receiving personal references from colleagues.
- You have built up an insight into your professional behaviour towards colleagues, patients and the wider community, detailed in your reflective log.
- You use your PDP to identify development needs and plan activities to address issues around managing behaviour.
- You have undertaken CPD to address any issues related to your own behaviour or managing the behaviour of others, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(b) Self-Reflection

Self-awareness and reflection: seeks feedback from colleagues to improve both clinical/technical and non-clinical/non-technical skills. Is aware of own competencies and areas for development.

Improved outcomes: understands and reflects on (patient) outcomes and continually seeks opportunities to improve (patient) outcomes.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You maintain a reflective log which identifies your strengths and areas for improvement in order to improve patient outcomes.
- You have sought multi-source feedback on your clinical/technical and non-clinical/non-technical skills and been able to utilise it to identify developmental needs, shown through multi-source feedback, PDP or reflective log.
- You have worked with a mentor, focusing on self-reflection, shown in your mentee notes or reflective log.
- You have started developing your PDP with areas for progression identified from your self-reflection, multi-source feedback and reflective log.
- You have undertaken CPD related to effective self-reflection, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(c) Wellbeing

Own wellbeing: demonstrates emotional intelligence and pays attention to physical and mental self-care, taking practical steps to manage this and maintain a good work/life balance.

Promoting wellbeing: asks for support when necessary, either clinically/technically or non-clinically/non-technically, and can use feedback from others to identify ways to improve wellbeing.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used multi-source feedback to identify how to improve wellbeing eg taking part in activities outside of work, detailed through your multi-source feedback, reflective log or PDP.
- You have identified your wellbeing is not where it needs to be and have asked for support eg have withheld from performing a procedure because you know you cannot do it to the best of your ability, shown in your reflective log.
- You have incorporated development points related to wellbeing in your PDP.
- You have undertaken CPD related to maintaining a sense of wellbeing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(d) Feedback

Seeking and providing feedback: appreciates the value of seeking feedback, guidance and support from both peers and more senior colleagues.

Using feedback effectively: uses feedback from colleagues and patients to help improve skills and competence.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought feedback from a mentor (either formally or informally) to support your development, shown in mentee notes or reflective log.
- You have used multi-source feedback and patient feedback, such as patient questionnaires and online reviews, to gain an insight into what you are doing well and what can be improved.
- You have had open and constructive conversations with your senior to engage properly with the feedback you have received in order to develop specific future aims for your PDP, demonstrated by your manager appraisals.
- You have used feedback you have received to start developing your PDP.
- You have undertaken CPD to develop your skills around seeking and providing feedback, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4. Development

4(a) Community of Practice

Support: understands the importance of supporting the community of practice and forming a network of support with other team members.

Development: takes part in activities that offer mutual support and learning.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought mentors (either formally or informally), shown in your mentee notes or reflective log.
- You have engaged with your peers through activities such as a peer study group, exemplified in your reflective log or multi-source feedback.
- You have started to develop your PDP and included reflections on supporting the community of practice within your workplace.
- You have undertaken CPD related to promoting a community of practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(b) Team Development

The oral health care team: understands the individual roles of the oral health care team and how they are mutually supportive.

Promoting team work: understands own capabilities, competencies and value as a team player and works effectively with other members of the team to support the patient's best interest.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have worked effectively with different members of the oral health care team, show in your reflective log or through multi-source feedback.
- You have worked effectively within a team, demonstrated through multi-source feedback.
- You have worked with others as a team, eg referring your patient on to another member of the team when necessary or receiving a second opinion when unsure, or leading/presenting to a team, detailed in your reflective log.
- You are developing your PDP, including reflections on progressing your team-working skills.
- You have undertaken CPD related to team work, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(c) Individual Development

Identifying development needs: understands the importance of continuous self-development (both clinically and non-clinically) and manages development by engaging in relevant CPD outlined in a PDP.

Competency: acts safely within own competency level, and has an awareness of self and their impact on others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have acted safely within your competency level and identified areas for improvement which are reflected in your PDP. Use case studies to detail:
 - Partially dentate cases demonstrating all the dental professionals involved with the treatment plans, but also areas for improvement which are reflected in your PDP.
 - For Clinical Dental Technicians: Cases where you are developing your knowledge, gained in your initial training, by building a portfolio of case studies with mentor support to develop those skills such as occlusal bite registrations and or lower denture suction denture techniques.
- You have acted safely within your competency level and identified areas for improvement which are reflected in your PDP.
- You are developing your PDP and identifying areas for development and how you will address these, reviewed by a senior or manager.
- You have undertaken CPD related to self development and to support your overall development as a practitioner on a clinical/technical and non-clinical/non-technical level, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(d) Research

Active research: starting to develop understanding and knowledge of research and identify possible avenues for future research.

Evidence into practice: building an understanding of how to apply evidence in a practical context.

Critical thinking and reflection: developing critical thinking through practical experience to support approach to care.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used theoretical knowledge in your practice eg introduced a new procedure method, detailed in your reflective log.
- You have undertaken CPD in relation to conducting and using evidence from research, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have started to include possible avenues for future research in your PDP.

5. Agency

5(a) Autonomy

Taking ownership: beginning to develop autonomy and take ownership of work delivered, including quality control of work undertaken or manufactured.

Professional development: aware of own competence, scope for development and when to ask for support. Seeks opportunities for autonomy.

Representing the profession: understands they act as a representative of the profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dental Nurses: You have undertaken post certification qualification eg radiography, OHE, Topical fluoride application.
- You behave with autonomy such as taking the initiative to assist/perform a procedure that is new to you or taking on another role within your practice, detailed in your reflective log.
- You act as a representative of your profession, detailed in multi-source feedback or your reflective log.
- You are a member of a union or society.
- For Clinical Dental Technicians and Dental Technicians: You quality control the work you manufacture, demonstrated in your reflective log.
- You are developing a PDP which may reflect how you have built on your ability to behave with autonomy since graduation.
- You have undertaken CPD related to developing your ability to be autonomous in your role, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(b) Decision-Making

Empowerment and ownership: makes decisions and takes ownership of choices made.

Consultation: understands the roles and values of the different oral health professions, and the importance of hearing the voices of the whole team in complex/shared decision-making. Where needed, seeks a second opinion.

Reflection: reflects on the justification for, and impact of, decisions made.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought a second opinion regarding particular decisions you have made, detailed in your reflective log.
- You have identified where you have made a decision but in hindsight may make a different decision in the future, detailed in your reflective log.
- You have reflected on your decision-making processes including how you consider all the options, the implications of each, how you weigh up the risks/benefits of each and select a course of action that best takes into account all these factors for the most favourable outcome, sometimes in the face of competing priorities in a fast-paced environment, detailed in your reflective log.

SAFE PRACTITIONER

- You have started to develop a PDP including identifying developmental needs related to effective decision making.

AGENCY

- You have undertaken CPD related to improving your decision making, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(c) Influence

A positive influence: developing skills to influence others effectively and authentically, impacting positively on patients' behaviour. Is able to listen to, and learn from, both colleagues and patients.

Fairness and equality: aware of the importance of diversity and inclusion in the workplace and able to actively contribute to improving it. Also aware of bias, and works to counter conscious or unconscious bias and privilege.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have identified areas in your work where issues related to bias or equality could develop and considered how to overcome these, detailed in your reflective log.
- You have taken on board feedback from patients or other members of the oral health care team and positively changed your behaviour or approach, detailed in your reflective log or multi-source feedback.
- You are developing skills in influencing such as positively changing patient behaviour, detailed in your reflective log.
- You are developing your PDP which might identify how you can build on your positive influencing skills.
- You have undertaken CPD related to overcoming bias and developing positive influencing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(d) Leadership

Leadership skills: understands the skills that are needed for effective leadership, and recognises that leadership can be demonstrated in any role.

Developing leadership qualities: aspires to developing leadership skills and can identify and plan relevant CPD activities to achieve this.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have observed/recognised effective leadership within your workplace and have identified possible risks eg at a practice/lab meeting, detailed in your reflective log.
- You can identify through your PDP, the direction you would like to take to develop leadership qualities eg join the NHS Leadership academy or complete the Edward Jenner course.
- You have undertaken CPD in order to develop your leadership skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(e) Management

Self-management: can manage self and their time effectively but seeks advice or reassurance from senior staff when necessary. Manages place of work in a safe and professional manner.

Managing others: manages the expectations of patients and colleagues appropriately to ensure transparency.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- Your colleagues and/or patients can testify to how well you manage yourself at work, demonstrated by multi-source feedback.
- You have managed your time constructively and balanced your commitments effectively, detailed in your reflective log.
- You have used your PDP to identify and plan future development related to management skills such as managing resources, stock etc, managing a small team of people or managing constructively within the practice.
- You have undertaken CPD related to management skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2 Capable Practitioner



1. Clinical & Technical

1(a) Techniques

Techniques: can perform tasks accurately and skilfully to a consistently high standard and is developing an interest in learning new techniques to extend scope of practice.

Support: recognises areas for development and when to ask for advice or a second opinion.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have independently performed the full range of routine clinical and/or technical work safely in a timely manner.
- You have feedback from a clinical mentor showing how your (clinical) techniques are advancing.
- Since graduation, you have learnt new techniques and have implemented them into your practice eg IV sedation, crown lengthening, restoration of implants, radiography.
- Your PDP demonstrates how you maintain your current techniques and possibly starting to think about extending your scope of practice.
- You have undertaken CPD related to developing your clinical/technical techniques and skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities. You can detail how you have applied these new skills to your clinical/technical work.

1(b) Knowledge

Knowledge level: able to build on foundation of knowledge by gaining clinical/technical experience, and understands how to apply this knowledge to practice.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have completed postgraduate qualifications.
- For Dentists: You have completed MJDF/MFDS part one and two.
- For Dental Nurses: You have completed a post-registration qualification eg dental radiography, special care dental nursing, Oral health education etc.
- You have taken part in mentorship programmes, shown in your reflective log or mentee notes.
- You are developing a PDP showing how you have extended your knowledge and how you plan to progress further.
- You have undertaken CPD related to developing your clinical/technical knowledge, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(c) Analysis

Analysing needs: is developing skills to pre-emptively analyse the needs of colleagues and patients to ensure a professional and positive (patient) outcome.

Engaging with others: has the confidence to lead on significant event analysis with the oral health care team to improve (patient) outcomes.

Self-analysis: in order to inform personal development, analyses own work by consistently seeking pertinent feedback from across the oral health care team.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought multi-source feedback and use it to reflect on your work, shown in your reflective log.
- You have effectively managed patient care, shown in multi-source feedback, including patient feedback if possible.
- You have made interventions to promote good oral health eg oral health education or fluoride application, and have reflected on their effectiveness, shown in your reflective log.
- For Dentists, Dental Hygienists, Dental Therapists, Clinical Dental Technicians and Dental Technicians: You understand your patients' needs, can recommend treatment and assess the effectiveness of interventions, demonstrated in your reflective log or clinical/lab notes.
- You have taken the lead on audit projects/service evaluation/quality improvement, detailed in your reflective log.
- You are developing your PDP including planning your future learning from previous reflections.
- You have undertaken CPD related to developing your analytical skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(d) Judgement

Sound judgement: reflects on experience to make sound, evidence-based judgement in clinical/technical practice.

Support: understands when to seek a second opinion from other team members.

Mitigating risk: understands the importance of risk assessment and how to report concerns.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have treatment planned and applied effective judgement to a moderately complex clinical case, or in your practice, shown in a detailed case study.
- You have led a variety of patient and colleague interactions and outcomes, and can show them in your reflective log, such as:
 - advising on best practice oral health techniques
 - cases referred to colleagues including your reasons and recommendations
 - you have sought guidance on a clinical matter and worked with a colleague to build your capability in a technique or area of knowledge
 - you have applied risk assessments in your practice
 - or any other examples you feel demonstrate how you have applied judgement appropriately.

CAPABLE PRACTITIONER

- Your manager/senior clinician has assessed that you have demonstrated effective judgement and is able to cite examples, shown in a recent appraisal.
- You have undertaken CPD related to developing your skills of judgement, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

CLINICAL & TECHNICAL

- You have started to develop your PDP, detailing how you have developed your judgemental skills and how you plan to progress further.

2. Professionalism

2(a) Communication

General communication: communicates effectively with patients, colleagues and peers and uses feedback from patients to reflect on areas for future development.

Communicating clinical/technical matters: uses communication skills to influence behaviour change in patients or colleagues.

Communicating in difficult situations: manages difficult conversations and is confident to ask for guidance when managing sensitive or important communications.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have tackled difficult conversations (eg breaking bad news or dealing with complaints) and importantly have learnt from these experiences, shown in your reflective log.
- You have an insight into your competency and can recognise areas for development, detailed in your reflective log.
- You can communicate effectively with patients, colleagues and peers, shown in your multi-source feedback.
- You have planned future development of your communication skills in your PDP.
- You have used patient feedback forms, or multi-source feedback, to reflect on areas for future development.
- You have undertaken CPD that supports your communication skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have positively influenced behaviour change in patients, shown in your reflective log.

2(b) Consent

Understanding consent: understands the consent process, as relevant to their practice, at a deeper level due to growing experience. Is able to advocate for patients by putting their best interests first.

Patients with reduced capacity: due to experience working with patients with reduced capacity, understands at a deeper level, the consent process and how to manage the process to best ensure good patient care.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dental Technicians: Your understanding of the consent process has deepened by gaining consent when working under a prescription for extended duty such as shade taking and impression taking, detailed in your reflective log or lab notes.
- For all other dental professions: Your understanding of the consent process has deepened through gaining clinical/technical experience particularly when the capacity of the patient has been in question and you have subsequently reflected on how you managed this case, detailed in your reflective log.

- You use your PDP to identify areas for development regarding gaining valid consent.
- You have undertaken CPD related to issues around consent, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(c) Ethical Practice

Principles and advocacy: has a deep understanding of, and implements ethical practice in work and advocates for themselves, colleagues or patients on ethical issues. Practises with honesty and integrity.

Professional development: maintains professional competencies to ensure they are practising ethically at all times, putting patients' interests first.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You can show how you practise with honesty and integrity through your reflective log or multi-source feedback.
- You practice ethically and can demonstrate this in a case study in your reflective log or PDP.
- You adhere to ethical practice by maintaining professional competencies through your PDP and CPD hours.
- You identify any development needs in relation to ethical practice in your PDP.
- You have built experience of advocacy by participating in local dental network meetings, attending local professional body meetings, being a member of a dental society or voluntary work at a dental charity, demonstrated in your reflective log.
- You have undertaken CPD to develop your understanding and knowledge of ethical practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(d) Regulation

Current regulation: understands current regulation and is compliant with national standards and their application in practice.

Governance: understands the role of governance and how it is managed in different settings.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have experienced different methods of governance management in practice, hospital, private lab, and community settings, detailed in your reflective log.
- You have undertaken CPD to ensure you adhere to current regulations in your practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have identified future learning needs related to regulation in your PDP.

2(e) Record Keeping

Maintaining records: ensures best clinical/technical practice in record keeping is carried out by themselves and others in order to promote the best outcomes for patients.

Managing records: effectively utilises records in cross team working on a local scale and can appreciate why record keeping is a critical part of their role.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have conducted a record-keeping audit to ensure you are maintaining records accurately and fully, demonstrated in your reflective log.
- You use your PDP to plan future development related to record keeping.
- You have undertaken CPD related to record keeping, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have used your record keeping to help ensure the best outcomes for your patients, detailed through your reflective log.

3. Reflection

3(a) Behaviours

Own behaviour: acts courteously and respectfully towards others and is aware of the importance of promoting equality and diversity in the workplace.

Improving behaviours: can identify behavioural issues early, to prevent conflict or help to promote a positive workplace culture.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been able to identify behavioural issues early to prevent conflict or helped to promote a positive workplace culture, described in your reflective log.
- You have had training in conflict resolution and bullying and harassment awareness, shown in your reflective log or PDP.
- You have undertaken CPD to address any issues related to your own behaviour or managing the behaviour of others, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(b) Self-Reflection

Self-awareness and reflection: has a greater insight into self and own competency, and is able to identify areas that require development.

Improved outcomes: uses accepted self-reflective techniques to achieve consistent and successful (patient) outcomes.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been developing your PDP with areas for progression identified from your self-reflection, multi-source feedback and reflective log, and you reflect on how you developed these areas and the subsequent CPD you have completed.
- You have undertaken CPD related to effective self-reflection, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(c) Wellbeing

Own wellbeing: understands the stresses of the dental profession and appreciates the importance of wellbeing and personal impact. Proactively develops strategies to manage and improve own wellbeing.

Promoting wellbeing: contributes to workplace strategies and initiatives to promote wellbeing.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been involved in strategies to contribute to workplace wellbeing eg leading practice meetings which include a check in on staff wellbeing and morale, detailed in your reflective log or meeting minutes.
- You have encouraged colleagues to get to know each other outside of work, shown in your reflective log.
- You have incorporated development points related to wellbeing in your PDP.
- You have undertaken CPD related to maintaining a sense of wellbeing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(d) Feedback

Seeking and providing feedback: seeks feedback from patients and oral health care professionals (both locally and in the wider community) to help improve skills and competence.

Using feedback effectively: actively reflects on feedback received, and can demonstrate development as a practitioner through the feedback cycle/peer review.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You can compare previous feedback with most current feedback to demonstrate progression and improvement over time.
- You have received positive feedback from patients and/or health care professionals outside your immediate work environment, shown in your reflective log.
- You actively reflect on feedback given whether positive or constructive, detailed in your reflective log.
- You have developed your PDP and identified areas for development as a result of feedback received.
- You have undertaken CPD to develop your skills around seeking, utilising and providing feedback, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4. Development

4(a) Community of Practice

Support: appreciates the importance of peer support outside the immediate work team.

Development: offers support to peers through support groups, professional networks, study groups and in the practice.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been involved in mentoring, either as a mentee or mentor, shown in your mentoring notes or reflective log.
- You are involved in a peer group outside your immediate work team, detailed in your reflective log.
- You have supported colleagues or peers, shown in your reflective log.
- You have contributed to your community of practice and can demonstrate that through multi-source feedback.
- You have developed your PDP and included reflections on supporting your community of practice.
- You have undertaken CPD related to promoting a community of practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(b) Team Development

The oral health care team: acts within the scope of practice and competency of own role within the team, and ensures this culture is carried through the team.

Promoting team work: suggests and implements ways of improved team working in the workplace to promote successful patient outcomes.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have developed as a team player and can show this through multi-source feedback.
- You have been involved in team working that has provided successful (patient) outcomes eg imparting knowledge to help with complex cases that involve other fellow professionals that you may not be directly involved with, such as designing partial dentures that will deliver the best outcome for the patient, shown in your reflective log.
- You are maintaining your PDP, including reflections on progressing your team-working skills.
- You have undertaken CPD related to team work, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(c) Individual Development

Identifying development needs: as well as engaging in CPD, considers other ways of developing and records these in a PDP.

Competency: identifies areas in which they excel and provides that service to the highest possible standard, building self-confidence and a sense of achievement.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Clinical Dental Technicians and Dental Technicians: You have worked independently, and also as part of a multidisciplinary team, on cases where you have built on your foundation skills and have acted as an established professional, using case studies to detail this.
- You have considered alternative ways of developing outside the traditional route of CPD, such as getting involved in local dental networks or societies, detailed in your PDP or reflective log.
- You are developing your PDP which reflects your development to date and your future plans set out in a realistic time frame.
- You have undertaken CPD related to self development and to support your overall development as a practitioner on a clinical/technical and non-clinical/non-technical level, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(d) Research

Active research: can conduct an audit or service evaluation project.

Evidence into practice: implements evidence-based practice in the work place.

Critical thinking and reflection: is critical of own practice and actively practises continuous improvement.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used evidence-based practice in the workplace, shown in your reflective log.
- You have included possible avenues for future research in your PDP.
- You have looked back at previous reflections/cases and can explain how you may do something differently now, through your reflective log.
- You have undertaken CPD in relation to conducting and using evidence from research, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have conducted audit and service evaluation projects, shown in your reflective log.
- For Clinical Dental Technicians and Dental Technicians: Responding to evidence, you have made changes to patients' treatments by using differing materials or techniques which have affected the outcomes, demonstrated by testimonials from patients who have been treated over a period of years and can comment on the changes you have made.

5. Agency

5(a) Autonomy

Taking ownership: works autonomously and plays a part in decision-making in matters beyond their clinical/technical work.

Professional development: understands own competence and scope for development, and is able to plan CPD activities to address developmental needs. Seeks opportunities for autonomy in the workplace.

Representing the profession: acts as a representative of the profession within their place of work.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You act as a representative of your profession, detailed in multi-source feedback or your reflective log.
- For Dental Nurses: You keep records of your own mentorship and you guide mentees to develop a behaviour of documentation. You may be the Head dental nurse, overseeing new and trainee Dental Nurses with clinical, administrative, and educational support.
- You behave with autonomy, such as taking the initiative to assist/perform a procedure that is new to you or taking on another role within your practice beyond your clinical/technical work such as audit/leading practice meetings, detailed in your reflective log.
- You are developing a PDP which may reflect how you plan to build on your ability to behave with autonomy and also addresses other areas for development.
- You have undertaken CPD related to developing your ability to be autonomous in your role, as well as addressing other developmental needs, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(b) Decision-Making

Empowerment and ownership: makes evidence-based decisions based on experience and knowledge, taking ownership of decisions made. Feels empowered to advocate for the patient when required.

Consultation: understands the need for support and input from the whole oral health team when in a complex situation, and knows when to involve others in decision making in both clinical/technical and non-clinical/non-technical contexts.

Reflection: reflects on the justification for, and impact of, decisions.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You reflect on the decisions you have made and assess the justification for them and their impact, detailed in your reflective log.
- You have been involved in complex/shared decision making with other members of the oral health care team shown in your reflective log or other evidence.

CAPABLE PRACTITIONER

AGENCY

- You have advocated for the patient when making decisions with other professionals, detailed in your reflective log or multi-source feedback.
- You have sought a second opinion when required and can demonstrate how your decision making has progressed since being a safe beginner, detailed in your reflective log.
- You are developing your PDP and may include developmental needs related to effective decision making.
- You have undertaken CPD related to improving your decision making, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(c) Influence

A positive influence: can constructively influence patients, colleagues and other health care workers, resulting in positive behaviour change amongst patients or others. Open to the positive influence of others.

Fairness and equality: works to counter own conscious or unconscious bias and privilege.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been able to counter conscious or unconscious bias, detailed in your reflective log.
- You have taken on board feedback from patients or other members of the oral health care team and positively changed your behaviour or approach, detailed in your reflective log or multi-source feedback.
- You have positively influenced the experience of patients and colleagues eg a patient's oral hygiene has improved since you gave them oral hygiene instructions, detailed in your reflective log.
- You are maintaining your PDP which might identify how you can build on your positive influencing skills.
- You have undertaken CPD related to overcoming bias and developing positive influencing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(d) Leadership

Leadership skills: effectively leads projects or cases independently at a local level. Understands the importance of a positive culture in a team to improve patient experience, working environment, and the status of the wider profession.

Developing leadership qualities: is developing leadership skills and aspires to a leadership role in the future.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have led a team at work with an audit project or a service evaluation within your practice, detailed in your reflective log or multi-source feedback.
- You have successfully led projects or cases which have improved patient care, detailed in your reflective log.

CAPABLE PRACTITIONER

- You maintain your PDP including plans to develop leadership abilities.

AGENCY

- You have undertaken CPD in order to develop your leadership skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(e) Management

Self-management: increasingly effective at self management, is aware of the importance of formal/informal authority and understands own value and contribution to the team.

Managing others: develops management style and skills through education and/or experience.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have collected multi-source feedback specifically about your management skills and style.
- You have managed your time well and been able to balance all your commitments effectively, shown in your reflective log.
- You have planned how you would like to develop your management skills in your PDP, such as managing resources, stock etc, managing a small team of people or managing constructively within the practice.
- You have undertaken CPD related to developing your management skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3 Experienced Practitioner



1. Clinical & Technical

1(a) Techniques

Techniques: has an understanding of different and increasingly complex techniques and how to apply them to meet individual patient needs, including patients with additional needs. Due to previous experience, can work independently and efficiently and adapt to unpredictable circumstances and situations.

Support: able to offer support to colleagues who often reach out for advice.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You may have accepted subcontracted work from others.
- You have performed a range of treatments and/or techniques including evidence of advanced (clinical) techniques, detailed in your reflective log.
- You have reflected on which techniques do and do not work in your hands for particular procedures/tasks, detailed in your reflective log.
- You have gained qualifications where the clinical/technical techniques have been demonstrated and signed off.
- You have maintained your PDP and detailed which techniques you intend to master in the future and what CPD you will use to do this.
- You have undertaken CPD related to developing your clinical/technical techniques and skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(b) Knowledge

Knowledge Level: has an in-depth level of knowledge established across a breadth of clinical/technical experience and may be building an area of special interest or more specialised knowledge.

Sharing knowledge: actively shares knowledge informally or formally.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have completed postgraduate qualifications eg PG cert or diploma.
- For Dental Nurses: You have completed multiple post-registration qualifications eg dental radiography, special care dental nursing, oral health education etc.
- You teach other professionals in an informal or formal capacity, shown in your reflective log.
- You use mentorship but are also starting to mentor others, detailed in your reflective log or mentee/mentor notes.
- You have published case studies or audits/service evaluations in an area of special interest, detailed by your case studies.
- You have shadowed/observed colleagues for new and cutting-edge techniques or techniques not entirely familiar to you, detailed in your reflective log.

EXPERIENCED PRACTITIONER

- For Clinical Dental Technicians and Dental Technicians: You keep up-to-date with the latest technology, reflected in your PDP.
- You have developed a PDP that reflects that you are building on your theoretical knowledge.

CLINICAL & TECHNICAL

- You have undertaken CPD related to developing your clinical/technical knowledge, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(c) Analysis

Analysing needs: utilises previous analysis to pre-emptively analyse the needs of both colleagues and patients, ensuring a positive and professional patient experience.

Engaging with others: gained further confidence and experience in taking the lead on significant event analysis with other members of the oral health care team to improve (patient) outcomes.

Self-analysis: consistently undertakes detailed critical analysis of own work to continually develop.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You use multi-source feedback, including patient feedback where possible, to analyse your work.
- You have analysed cases in detail to aid your learning and progression, shown in your reflective log.
- For Dental Hygienists and Dental Therapists: You are beginning to take on direct access appointments confidently and safely, shown in your reflective log or clinical/lab notes.
- You have taken the lead on audit projects/service evaluation/quality improvement resulting in enhanced patient care, detailed in your reflective log.
- You maintain your PDP including reflecting on your progression through analysis of your work.
- You have undertaken CPD related to developing your analytical skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(d) Judgement

Sound judgement: demonstrates sound clinical/technical judgement and is building experience in more complex cases.

Support: appreciates the importance of seeking the judgement of a range of colleagues when engaging with unfamiliar circumstances. When sought after by colleagues, is able to offer advice in clinical/non-clinical matters.

Mitigating risk: actively mitigates risks and tackles complex and challenging situations, whilst understanding the need to seek support when appropriate.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

EXPERIENCED PRACTITIONER

- You have been involved in committees or groups which help to mitigate risk in dentistry, shown through meeting minutes or your reflective log.
- For Dentists, Dental Hygienists, Dental Therapists and Clinical Dental Technicians: You have treatment planned/ applied a diagnostic process for a complex case, shown through clinical/lab notes, reflective log or case study.
- You have applied sound evidence-based judgement in a complex case, demonstrated in a detailed case study.
- You have reflected on a situation that has been misjudged and what you would do differently in the future, detailed in your reflective log.

CLINICAL & TECHNICAL

- Your manager/senior clinician has assessed that you have demonstrated effective judgement and is able to cite examples, shown in a recent appraisal.
- You have developed your PDP, detailing how you have extended your judgemental skills and how you plan to progress further.
- You have undertaken CPD related to developing your skills of judgement, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2. Professionalism

2(a) Communication

General communication: can communicate well with a wide variety of patients, colleagues and peers, reflecting and learning from feedback.

Communicating clinical/technical matters: effectively communicates the importance of oral health care to other health professionals outside dentistry.

Communicating in difficult situations: manages difficult conversations with professionalism, and demonstrates the confidence to both offer and ask for support from the wider dental team.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used communication skills effectively in difficult situations, and have learnt from the experience, shown in your reflective log or multi-source feedback.
- You have supported and advised others about how to communicate effectively in difficult situations, shown in your reflective log.
- You have used patient feedback forms, or multi-source feedback, to reflect on areas for future development.
- You have communicated with health care professionals outside dentistry eg you have given a lecture/seminar, as part of a multidisciplinary team meeting, indicated in your reflective log.
- You can communicate effectively with patients, colleagues and peers, shown in your multi-source feedback.
- You have planned how to develop your communication skills further in your PDP.
- You have undertaken CPD that supports your communication skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(b) Consent

Understanding consent: firmly understands the consent process and how to apply it when working with patients, although may not be directly involved. Seeks advice from other dental professionals when required.

Patients with reduced capacity: confidently makes decisions in the best interests of patients and values the importance of seeking a second opinion. Provides a second opinion to others when asked.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have provided second opinions to colleagues, as well as asked for second opinions, demonstrated in your reflective log.
- You follow the consent process in your practice and can use your clinical/lab notes to show this.

- You use your PDP to plan CPD which will support your knowledge of the consent process.
- You have undertaken CPD related to issues around consent, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(c) Ethical Practice

Principles and advocacy: has an in-depth understanding of ethical practice and how it affects patient care and the wider profession. Can advocate for themselves, patients and colleagues and promotes the need to practice with honesty and integrity.

Professional development: maintains professional competencies to ensure they are practising ethically at all times, putting patients' interests first.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You practise with honesty and integrity and this has had a positive influence on colleagues, shown in your reflective log or multi-source feedback.
- You identify any development needs in relation to ethical practice in your PDP.
- You adhere to ethical practice by maintaining professional competencies through your PDP and CPD hours.
- You have undertaken CPD to develop your understanding and knowledge of ethical practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have advocated for yourself, patients or colleagues on a local scale or on a wider scale through your involvement in committees, professional groups or charities, detailed in your reflective log or PDP.

2(d) Regulation

Current regulation: fully understands current regulations and their importance to both the profession and the patient experience, and are able to support others to remain compliant with regulation.

Governance: effectively manages governance within their clinical setting/laboratory/place of work.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You are involved in supporting others to remain compliant with regulation eg in a role as a mentor or manager, shown through your reflective log or multi-source feedback.
- You have identified future learning needs related to regulation in your PDP.
- You are involved with implementation of regulation in practice/the lab eg being the safeguarding lead in the practice, shown in your reflective log or role description.
- You have undertaken CPD to ensure you adhere to current regulations in your practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(e) Record Keeping

Maintaining records: is involved in record keeping, appreciates why record keeping is a vital part of their role, and is able to ensure best practice is modelled by themselves and others.

Managing records: helps colleagues deliver improved patient care through effective record keeping.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have helped colleagues and other members of the oral health care team with your good record keeping, shown in your reflective log.
- You use your PDP to plan future development related to record keeping.
- You maintain thorough and accurate records in your cross team work with positive outcomes, detailed in your reflective log.
- You have undertaken CPD related to record keeping, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3. Reflection

3(a) Behaviours

Own behaviour: behaves appropriately and professionally with patients, colleagues and the wider community and uses own behaviour as a standard for others to follow.

Improving behaviours: alongside being able to identify behavioural issues early can also use these skills to support others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You behave with professionalism towards patients and colleagues and can show this through your reflective log.
- You understand the impact of your behaviour through personal references from colleagues.
- You gain an insight into your behaviour through multi-source feedback including from patients where possible.
- You use your PDP to identify development needs and plan activities to address issues around managing behaviour.
- You have undertaken CPD to address any issues related to your own behaviour or managing the behaviour of others, such as professionalism, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(b) Self-Reflection

Self-awareness and reflection: has an increased level of self-awareness and is able to mentor and support other members of the oral health care team, possibly within the wider community, to develop own self-reflection skills and provide feedback.

Improved outcomes: confidently uses accepted self-reflective techniques to achieve consistent and successful (patient) outcomes and continually seeks opportunities to improve (patient) outcomes.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought multi-source feedback on your clinical/technical and non-clinical/non-technical skills and been able to utilise it to identify developmental needs, shown through multi-source feedback, PDP or reflective log.
- You have mentored colleagues, helping you to self reflect and identify areas for progression, detailed in your reflective log.
- You reflect on own work tasks, encounters with patients and encounters with colleagues eg you led on a particular task or event for patients or for the team, or dealt with a difficult conversation or challenging incident, shown in your reflective log.
- You have been developing your PDP with areas for progression and update, identified through your self-reflective activities.
- You have undertaken CPD related to effective self-reflection and/or to address other areas for progression as identified through self-reflective techniques, and you have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(c) Wellbeing

Own wellbeing: proactively develops strategies to manage and improve wellbeing and is able to seek support when required.

Promoting wellbeing: advocates for wellbeing in the workplace, and contributes to a positive working environment through involvement in strategies to promote wellbeing. Is approachable to colleagues when they need guidance and support.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You are seen as approachable by your colleagues, shown in your multi-source feedback.
- You have helped improve the wellbeing of your colleagues eg set aside time to sit and talk with your colleagues individually and in groups, and keeping an open dialogue, demonstrated in your reflective log.
- You have been involved in implementing strategies or programmes to promote wellbeing, shown in your reflective log.
- You have incorporated development points related to wellbeing in your PDP.
- You have undertaken CPD related to maintaining a sense of wellbeing, such as resilience training, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(d) Feedback

Seeking and providing feedback: uses mentoring skills to provide actionable feedback to colleagues and supports them to utilise feedback effectively through regular updates.

Using feedback effectively: actively engages with the feedback cycle/peer review to support self development and development of others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You actively reflect on feedback given, including patient feedback if possible, whether positive or constructive, and identify areas for progression, detailed in your reflective log or PDP.
- You have mentored/supported colleagues to actively engage with and utilise your feedback effectively eg meeting with your colleagues once every three months and discussing all your feedback and working together to decide where you need to target your future efforts, shown in your reflective log or PDP.
- You have developed your PDP and identified areas for development and progression as a result of feedback received.
- You have undertaken CPD to develop your skills around seeking, utilising and providing feedback, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4. Development

4(a) Community of Practice

Support: actively engages with peers about own practice and is respected for this

Development: looks for informal or formal mentorship opportunities in order to develop career beyond the traditional pathway. Shares knowledge and experience with others, and encourages others to do the same, to help professional development and improve patient care.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have mentored others in order to share your experience and support your community, shown in your mentor notes or reflective log.
- You have presented at conferences or taught on a CPD course, detailed in your reflective log or PDP.
- You have engaged with your peers in different ways, shown in your reflective log.
- You have developed your PDP and included reflections on supporting your community of practice.
- You have undertaken CPD related to promoting a community of practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(b) Team Development

The oral health care team: understands the importance of different team roles in supporting positive patient outcomes and acts effectively in a leadership role within a team. Seeks informal/formal mentorship to develop a career beyond the traditional pathway of the profession.

Promoting team work: proactively supports and engages with the full oral health care team, both locally and in the wider community and understands the importance of a positive culture in a team to improve patient experience, working environment, and the status of the wider profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have worked effectively with different members of the oral health care team, show in your reflective log or through multi-source feedback.
- You have been an effective team player and led a team, and can show this through multi-source feedback.
- You have worked as part of a team, as well as leading a team eg this could be leading team meetings or management of the team, shown in your reflective log.
- You are maintaining your PDP, including reflections on progressing your team-working skills.
- You have undertaken CPD related to team work, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(c) Individual Development

Identifying development needs: seeks out and appreciates the value of different opportunities for development alongside traditional CPD including development of clinical/technical or non-clinical/non-technical skills.

Competency: has developed mentorship skills and mentors others, supporting their development.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been getting actively involved with governing bodies and professional bodies, shown in your reflective log.
- You have started to become involved with education eg mentoring, presenting at conferences, giving lectures etc, detailed in your PDP or reflective log.
- You maintain your PDP which reflects your development to date and your future plans set out in a realistic time frame and demonstrates the progression you have made.
- You have undertaken CPD supporting self development including reflections relevant to your own practice as well as those relating to the support of others, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(d) Research

Active research: can conduct an audit or service evaluation project.

Evidence into practice: implements evidence-based practice in the work place.

Critical thinking and reflection: is critical of own practice and actively practises continuous improvement.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have implemented innovative, evidence-based solutions in your work and reflected on the outcomes, shown in your reflective log.
- You have undertaken research and learnt from the findings, detailed in your reflective log.
- You have been involved in publications/research relevant to your practice, shown through printed or online material.
- You have included possible avenues for research in your PDP.
- You have undertaken CPD in relation to conducting and using evidence from research, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5. Agency

5(a) Autonomy

Taking ownership: is a capable professional in all aspects of work, with leadership responsibilities within the workplace or the wider profession.

Professional development: understands own competence and scope for development, but also engages with colleagues about own personal and professional development. Has developed mentorship skills, and is able to support colleagues with their professional development.

Representing the profession: able to act as an advocate and representative of the profession at a local level.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You may have taken on the role of practice manager or head of department or ward.
- You have helped colleagues with their professional development through mentorship, detailed in your reflective log.
- You advocate for your profession at a local level, for example at local dental networks or managed clinical networks.
- You maintain your PDP which reflects how you plan to build on your ability to behave with autonomy and also addresses other areas for your personal and professional development.
- You have undertaken CPD related to developing your ability to be autonomous in your role, as well as addressing other developmental needs, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(b) Decision-Making

Empowerment and ownership: increasingly confident in evidence-based decision-making and feels empowered to promote the interests of the patient, their self or organisation when required.

Consultation: actively supports the decision-making of colleagues, providing a second opinion when asked, and respects effective decision-making by others. Understands the need to seek support in a complex situation or seek a second opinion.

Reflection: reflects on the justification for, and impact of decisions and identifies where a different decision might be made in the future.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have made complex/shared decisions, consulting with other members of the oral health care team, detailed in your reflective log or multi-source feedback.
- You have advocated for others and yourself, detailed in your reflective log or multi-source feedback.

EXPERIENCED PRACTITIONER

AGENCY

- You have sought second opinions, and have provided second opinions, detailed in your reflective log or multi-source feedback.
- You make sound and effective decisions, sometimes in complex situations, detailed in your reflective log.
- You maintain your PDP and may include developmental needs related to effective decision making.
- You have undertaken CPD that supports your decision-making skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(c) Influence

A positive influence: can identify the extent and impact of own influence within workplace. Open to the positive influence of others.

Fairness and equality: works to counter personal bias as well as systemic bias in the workplace.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have changed your behaviour after listening to patients or colleagues, detailed in your reflective log or multi-source feedback.
- You have been able to positively influence patients and/or colleagues, detailed in your reflective log or in multi-source feedback.
- You have been involved in regular meetings/forums with colleagues in order to identify, understand and appreciate any biases that may be present within your practice/place of work, detailed in meeting minutes or your reflective log.
- You use multi-source feedback forms to identify any systemic bias.
- You keep your PDP updated with ideas for building on your awareness of bias or positive influencing skills.
- You have undertaken CPD related to overcoming bias and developing positive influencing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(d) Leadership

Leadership skills: able to drive change, whether in a leadership role or not. Can gain the trust and respect of colleagues as a leader.

Developing leadership qualities: through experience, is developing leadership skills and sets an example as a role model whether in a formal leadership role or not. Works to support positive cultures in order to improve patient experience, working environment and the status of the wider profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been able to make a positive change to your place of work/practice, shown in your reflective log or multi-source feedback.
- You have developed your leadership skills and have used them to positively impact a (patient) outcome or project, detailed in your reflective log.

EXPERIENCED PRACTITIONER

- You maintain your PDP including plans to develop leadership abilities eg Edward Jenner course.

AGENCY

- You have undertaken CPD in order to develop your leadership skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(e) Management

Self-management: manages self and their time effectively, and takes ownership of managerial decisions made.

Managing others: regardless of formal position, manages expectations of colleagues and patients appropriately, ensuring transparency at all levels. Appreciates the importance of effective management and how this affects others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have taken on a management role and mentor colleagues to help your professional development, demonstrated in your reflective log or mentee feedback.
- You have undertaken CPD related to developing your management skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have planned how you would like to develop your management skills in your PDP, such as managing resources, stock etc, managing a small team of people or managing constructively within the practice.

4 Enhanced Practitioner



1. Clinical & Technical

1(a) Techniques

Techniques: as a proficient practitioner, can apply advanced/specialised (clinical) techniques in practice due to extensive experience and further training.

Support: able to offer sound support to colleagues who often reach out for advice, and where applicable, may accept referrals from other practitioners /technicians.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have gained qualifications where the clinical/technical techniques have been demonstrated and signed off or can be assessed by the CGD team.
- You may be starting to accept referrals from other practitioners/technicians.
- You have performed advanced (clinical) techniques eg implant cases, periodontal surgery, complex extractions, full mouth rehabilitation cases, orthodontics, and advanced sedation, detailed in your log book of care.
- You have planned which techniques you intend to introduce to your practice in the future and the CPD you will use to do this, detailed in your PDP.
- You have undertaken CPD related to developing your clinical/technical techniques and skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(b) Knowledge

Knowledge Level: applies in-depth knowledge across a depth and breadth of dentistry, which may include an area of special interest.

Sharing knowledge: actively shares knowledge with the wider oral health care team at a local level.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have taught other professionals in a formal context, shown in your reflective log or PDP.
- You have mentored others, detailed in your reflective log or mentor notes.
- You have worked in specialist practice or managed specialist cases in an NHS practice, detailed in your reflective log or other evidence.
- You have published case studies or audits/service evaluations in your area of special interest.
- You have participated in a study club, shown in your reflective log.
- You have completed postgraduate qualifications eg PG cert, diploma, Msc or MClintDent.
- For Dentists, Dental Hygienists, Dental Therapists, Clinical Dental Technicians and Dental Technicians: You have built the knowledge and understanding required to treat complex cases in your clinical/technical practice, shown in your clinical/lab notes or case studies.

ENHANCED PRACTITIONER

- You have produced educational resources used by members of the oral healthcare team, detailed in your reflective log or evidenced by the materials.
- You have developed a PDP that reflects that you are building on your theoretical knowledge.

CLINICAL & TECHNICAL

- You have undertaken CPD related to developing your clinical/technical knowledge, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(c) Analysis

Analysing needs: pre-emptively analyses the needs of both colleagues and patients confidently and accurately, to ensure a positive and professional (patient) experience.

Engaging with others: engages effectively with the wider oral health care team at a local or regional level to analyse significant events and improve (patient) outcomes.

Self-analysis: demonstrates development as a practitioner through the process of critical analysis.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You critically analyse your work, using multi-source feedback, and can demonstrate how this has helped you to develop as a practitioner, shown in your reflective log.
- You have supported others by presenting the findings of your in-depth analysis on a regional or national scale, for example at a national conference or in a journal, demonstrated in your reflective log or printed material.
- You have presented the findings of your analysis to others eg case studies, audit projects, quality improvement projects and service evaluations, indicated in your reflective log or meeting notes.
- You maintain your PDP and can show your progression through analysis of your work.
- You have undertaken CPD related to developing your analytical skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(d) Judgement

Sound judgement: demonstrates sound clinical judgement across complex and challenging clinical/technical cases, based on evidence-based practice and experience.

Support: mentors colleagues who seek advice in clinical/technical and non-clinical/non-technical matters. Is sought for a second opinion on complex cases, but still appreciates a second opinion from others on own cases.

Mitigating risk: actively mitigates risks and tackles complex and challenging situations, whilst understanding the need to seek support when appropriate.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have had writing published in peer-reviewed journals, evidenced by the printed or online material.
- You have mentored others, demonstrated through mentee feedback or records of meeting with your mentee.
- You have been involved in committees or groups which help to mitigate risk in dentistry, detailed in your reflective log or minutes from meetings.
- You have maintained your PDP, detailing how you have developed your judgemental skills and how you plan to progress further.
- You have applied evidence-based judgement in multiple complex cases shown in a detailed case study.
- You have undertaken CPD related to developing your skills of judgement, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You may have intervened when a variety of situations have been misjudged, and informed colleagues how they can avoid these problems occurring again, shown in your reflective log.

2. Professionalism

2(a) Communication

General communication: effectively communicates with other dental professionals on a regional level to make positive change within dentistry.

Communicating clinical/technical matters: communicates advanced/complex matters or treatment options clearly.

Communicating in difficult situations: manages difficult conversations effectively and with professionalism, and demonstrates the confidence to both offer and ask for support from the wider dental team.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have shared advice about communicating effectively in difficult situations with others in your team, demonstrated in your reflective log.
- You have planned how to develop your communication skills further in your PDP.
- For Dentists, Dental Hygienists, Dental Therapists, Orthodontic Therapists and Clinical Dental Technicians: You have clearly communicated complex treatment options to patients using aids such as leaflets, clinical photos or models, indicated in your reflective log.
- You have undertaken CPD that supports your communication skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have communicated with other oral health care professionals on a regional scale through local dental networks or managed clinical networks, detailed in meeting minutes showing your contribution.

2(b) Consent

Understanding consent: thoroughly understands the consent process, and how to apply it to ensure best patient care, and can support colleagues to ensure the best process is followed throughout the workplace.

Patients with reduced capacity: confidently provides a second opinion when asked, advocating for the patient on a regional level, whilst still appreciating a second opinion from others on own cases.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dental Technicians: You have a thorough understanding of the consent process and how it applies to your own work, demonstrated through lab notes or your reflective log.
- You have advocated for patients at a regional level, shown in your reflective log or clinical/lab notes.

- You have provided second opinions or contributed to a best interest discussion, demonstrated through multi-source feedback or your reflective log.
- You use your PDP to plan CPD which will support your knowledge of the consent process.
- You have undertaken CPD related to issues around consent, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(c) Ethical Practice

Principles and advocacy: overcomes complex ethical issues within the work place and can help colleagues do the same. Effectively advocates for ethical issues on behalf of the profession and patients at a regional level and promotes practising with honesty and integrity.

Professional development: maintains professional competencies to ensure they are practising ethically at all times, putting patients' interests first.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- By practising with honesty and integrity, you have promoted best practise in the profession at a regional level.
- You adhere to ethical practice by maintaining professional competencies through your PDP and CPD hours.
- You have overcome complex ethical issues in your work-place, such as issues around consent, confidentiality, legality, or have helped a colleague with these issues, shown in your reflective log or PDP or through multi-source feedback.
- You have advocated for the profession and patients on a regional level eg spoken out on issues at local dental networks, managed clinical network or branch meetings of professional bodies, demonstrated in your reflective log or minutes from meetings.
- You identify any development needs in relation to ethical practice in your PDP.
- You have undertaken CPD to develop your understanding and knowledge of ethical practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(d) Regulation

Current regulation: has an in-depth understanding of regulations and their importance to the profession and patients.

Governance: takes part in, and advocates for, developing and disseminating regulation for the oral health care team at a regional level, in order to improve standards and guidance for patient care.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You educate colleagues about new guidelines or regulations which are going to be implemented by leading practice meetings, for example, demonstrated in your reflective log.
- You may have experience of a Care Quality Commission inspection for your practice, shown in your reflective log.

- You have identified future learning needs related to regulation in your PDP.
- You have undertaken CPD to ensure you adhere to current regulations in your practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(e) Record Keeping

Maintaining records: demonstrates excellent record keeping and can share knowledge with colleagues in the workplace or at a wider level, to support development.

Managing records: uses excellent record keeping to support and promote the best outcomes for patients.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have used your thorough records effectively in a variety of (complex) cases resulting in improved patient outcomes, shown in your reflective log or case studies.
- For Dental Hygienists and Dental Therapists: You may be involved in maintaining standards in record keeping particularly for referrals to Hygienists and Therapists, shown in your reflective log.
- You have taught or educated others on record keeping within your local practice or at a wider level.
- You use your PDP to plan further development related to record keeping.
- You have undertaken CPD related to record keeping, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3. Reflection

3. Reflection

3(a) Behaviours

Own behaviour: maintains professional behaviour at all times and is able to promote a positive/open culture in the workplace at a wider level, resolving conflict where it arises.

Improving behaviours: fully understands the potential for, and kinds of, harassment and bullying common to the workplace and you can promote the awareness of these issues to prevent them occurring.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have been involved in promoting a positive/open culture in the workplace, perhaps by raising issues at practice meetings and at a wider level, shown in your reflective log or minutes of meetings.
- You behave in a professional way with others and have been able to resolve conflict in the workplace, exemplified in your reflective log.
- You understand that you behave with professionalism through personal references from colleagues.
- You have gained an insight into your behaviour through multi-source feedback including from patients where possible.
- You use your PDP to identify development needs and plan activities to address issues around professionalism.
- You have undertaken CPD to address any issues related to your own behaviour or managing the behaviour of others, such as professionalism, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(b) Self-Reflection

Self-awareness and reflection: clearly assesses and understands own abilities and areas for development. Understands their impact within the team and the wider dental community, that is greater than the sum of its parts.

Improved outcomes: through a self-reflective mindset, produces increased benefit to (patient) outcomes and deepens understanding of own skills, abilities and knowledge. Actively encourages others to use self-reflection to develop themselves.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You are reflective about your work and can show this through multi-source feedback.
- You have been able to make improvements in patient care and the wider dental community through having a self-reflective mindset, detailed in your reflective log.
- You maintain your PDP with areas for progression or update, identified through your self-reflective activities.
- You have undertaken CPD related to effective self-reflection and/or to address other areas for progression as identified through self-reflective techniques, and you have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(c) Wellbeing

Own wellbeing: effectively manages own wellbeing, looking for ways to improve self-care in order to provide the best patient care.

Promoting wellbeing: proactively and consistently checks on the wellbeing of others and is able to champion a positive workplace culture.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have helped colleagues with their wellbeing at work, exemplified in your reflective log.
- You have acted as a mentor and can explain how you have supported your mentee, detailed in your mentor notes or reflective log.
- You have organised training for staff in resilience and wellbeing, shown in your reflective log.
- You are approachable and actively support the wellbeing of others, demonstrated in your multi-source feedback.
- You have incorporated development points related to wellbeing in your PDP.
- You have undertaken CPD related to maintaining a sense of wellbeing, such as resilience training, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(d) Feedback

Seeking and providing feedback: actively welcomes feedback from all sources, including the wider dental community.

Using feedback effectively: enhances skills and knowledge by actively engaging with feedback. Uses mentorship skills to effectively support the development of others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You actively seek multi-source feedback.
- You actively reflect on feedback given, including patient feedback if possible, whether positive or constructive, and identify areas for progression, detailed in your reflective log or PDP.
- You have developed your PDP and identified areas for development and progression as a result of feedback received.
- You have undertaken CPD to develop your skills around seeking, utilising and providing feedback, such as training in mentorship, education, giving constructive feedback, teaching or providing training. You have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4. Development

4(a) Community of Practice

Support: seeks ways to ensure support is available across the whole profession and plays a proactive role in establishing support groups/community of practice.

Development: develops own coaching or mentoring skills to be able to support others.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have developed your mentoring or coaching skills further through your involvement in mentoring or coaching schemes, shown in your mentor notes or reflective log.
- You have published articles or blogs to encourage peer support across the profession, evidenced by published work or reflective log.
- You are proactive in supporting your community of practice, demonstrated through multi-source feedback.
- You have established or lead a peer support group, shown in your reflective log or multi-source feedback.
- You have been maintaining your PDP and included reflections on supporting your community of practice such as developing mentorship skills.
- You have undertaken CPD related to promoting a community of practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(b) Team Development

The oral health care team: performs an active role in a number of teams across the profession at a clinical or committee level.

Promoting team work: understands the importance of effective team working for successful patient outcomes. Can successfully lead a team and support and mentor colleagues to become effective team members.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Clinical Dental Technicians: You have worked effectively with your team, providing successful outcomes for the patient, due to your exposure and involvement in dental committees and/or company links, demonstrated in your reflective log.
- You have worked constructively in your team with successful outcomes for the patient, shown in your reflective log.
- You have developed effective leadership skills, demonstrated by multi-source feedback or your reflective log.
- For Clinical Dental Technicians: You have provided courses that involve the whole dental team and allow them to come together to discuss live cases and deliberate the best outcome, shown in your reflective log or PDP.
- You are maintaining your PDP, including reflections on progressing your team-working skills.
- You have undertaken CPD related to team work, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(c) Individual Development

Identifying development needs: supports others in own self-development, through postgraduate qualifications and equivalent accreditation.

Competency: is developing career including gaining skills in an area of special interest.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have mentored others which has impacted your self-development, demonstrated through multi-source feedback from mentees.
- You have developed your PDP, which shows progression over your career thus far eg how you have developed a specialist interest or taken a role away from clinical work such as being linked to a bona fide dental company that is synonymous with training/lecturing.
- You have undertaken CPD supporting self development including reflections relevant to your own practice as well as those relating to the support of others, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(d) Research

Active research: involved in, or has an interest in, research in a specialist area

Evidence into practice: implements evidence-based practice related to a specialist area.

Critical thinking and reflection: shares the outcome of own research in a specialist area, with the wider dental community.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have led courses, lectures or seminars to educate the wider dental community about evidence from new research or research you have been involved in, detailed in your reflective log or PDP.
- You have had your research findings published for example, in a dental journal, shown by the printed or online material.
- You have been involved in research although it may not have been published yet, shown in your reflective log, PDP or research notes.
- You reflect on possible avenues for research in a specialist area in your PDP.
- You have undertaken CPD in relation to conducting and implementing and sharing the evidence produced, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5. Agency

5(a) Autonomy

Taking ownership: proactively takes responsibility for ensuring good outcomes for patients, colleagues, themselves and the profession.

Professional development: mentors and supports colleagues to develop their own autonomy to become more effective practitioners, in order to improve (patient) outcomes.

Representing the profession: effectively represents profession through leadership roles in professional organisations.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have taken on roles in education such as tutor, lecturer or examiner. Or you have contributed to curriculum development or acted as an external quality officer/verifier.
- You are an active member of professional organisations eg you sit on committees, advisory groups, or working groups.
- You have produced educational content for oral health care professionals such as webinars or online content.
- You have helped colleagues to develop their personal and professional skills through mentorship, detailed in your reflective log.
- You maintain your PDP which reflects how you plan to build on your knowledge and skills.
- You have undertaken CPD to address your developmental needs in all aspects of your role and including mentorship skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(b) Decision-Making

Empowerment and ownership: confident in decision-making, has taken responsibility for making important decisions in the workplace which may affect how the whole dental team works.

Consultation: is able to provide an authoritative second opinion when consulted by colleagues and understands the importance of shared decision-making in complex cases.

Reflection: reflects on the impact of decisions they have been involved in, and where a different decision might be made in the future.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have made complex/shared decisions, consulting with other members of the oral health care team, detailed in your reflective log or multi-source feedback.
- You have made decisions that impact the whole oral health care team, and taken responsibility for the decision, detailed in your reflective log or multi-source feedback.

ENHANCED PRACTITIONER

AGENCY

- You have sought second opinions, and have provided second opinions, detailed in your reflective log or multi-source feedback.
- You maintain your PDP and may include developmental needs related to effective decision making.
- You have undertaken CPD that supports your decision-making skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(c) Influence

A positive influence: consciously uses influence to contribute to positive experiences and outcomes for patients and colleagues.

Fairness and equality: effectively contributes to and encourages diversity of thinking in discussion within the workplace and the wider profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have contributed and encouraged diversity of thinking in discussion in the workplace and in the wider profession, shown in multi-source feedback or minutes from meetings.
- You aim to promote diversity within dentistry at all levels for accurate representation of the population eg being supportive of balancing the gender of dental boards across all the professions, detailed in your reflective log or multi-source feedback.
- You have tried different approaches to positively influence patients and/or colleagues, detailed in your reflective log or in multi-source feedback.
- You keep your PDP updated with ideas for building on your awareness of bias or positive influencing skills.
- You have undertaken CPD related to overcoming bias and developing positive influencing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(d) Leadership

Leadership skills: effectively leads a team on a day-to-day basis and effectively carries out other leadership roles.

Developing leadership qualities: encourages others to develop leadership skills.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You lead a team on a day-to-day basis, shown in your reflective log or role description.
- You mentor others to develop their leadership qualities and encourage them to become future leaders, evidenced in mentee feedback or your reflective log.
- You have updated your PDP to include plans to further develop your leadership abilities.
- You have undertaken CPD in order to develop your leadership skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have gathered multi-source feedback about your leadership skills and your style of leadership and reflect on the outcome to enhance the effectiveness of your leadership.

5(e) Management

Self-management: develops management style and skills, by undertaking a variety of management roles in a range of settings.

Managing others: manages colleagues effectively and is recognised for doing so.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- Your management skills have had a positive impact in your place of work eg you have improved performance and/or patient reviews within your team, shown in your reflective log or multi-source feedback.
- You have collected multi-source feedback specifically about your management skills and style.
- You have been involved in management outside dentistry such as managing a sports team, and have learnt transferable management skills, detailed in your reflective log.
- You have identified areas of your management style you want to develop further, with planned CPD activities identified in your PDP.
- You have undertaken CPD related to further developing your management skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5 Accomplished Practitioner



1. Clinical & Technical

1(a) Techniques

Techniques: can demonstrate a broad range and depth of clinical/technical techniques and skills, and is confident applying these to meet a range of patient needs. Can develop and teach new techniques, or engage with innovative practices and technologies.

Support: able to provide sound support to colleagues and the wider profession, and can undertake complex referrals from other practitioners/technicians.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You use refined clinical/technical skills in your practice.
- You have engaged with innovative practices and technologies in the industry, detailed in your reflective log.
- You have used advanced (clinical) techniques on a wide variety of complex cases, detailed in your reflective log.
- You accept complex referrals from other practitioners/technicians, detailed in multi-source feedback.
- You have been involved in creating new techniques and in the education of those techniques to others.
- You have gained qualifications where the clinical/technical techniques have been demonstrated and signed off or can be assessed by the CGD team.
- You have planned which techniques you intend to introduce to your practice in the future and the CPD you will use to do this, detailed in your PDP.
- You have undertaken CPD related to developing your clinical/technical techniques and skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(b) Knowledge

Knowledge level: has advanced clinical/technical knowledge, which may include knowledge of complex or specialised practice. As a highly experienced and skilled practitioner, is able to apply and adapt this knowledge to (treat) complex cases in field of practice.

Sharing knowledge: shares knowledge with the wider oral health care team at a national level.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have taught other professionals in a formal context for example teaching at a university or on a CPD course, shown in your reflective log or PDP.
- You have undertaken specialised/complex patient cases, detailed in your reflective log or case studies.
- You have published audits/service evaluations in your area of special interest, detailed in your reflective log.
- You have completed a professional doctorate or training in your area of special interest.

ACCOMPLISHED PRACTITIONER

CLINICAL & TECHNICAL

- You have developed a PDP detailing how you intend to maintain your knowledge or improve in more specific areas.
- You have undertaken CPD related to developing your clinical/technical knowledge, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(c) Analysis

Analysing needs: pre-emptively analyses the needs of both colleagues and patients with increased insight and accuracy, to ensure an outstanding and professional patient experience.

Engaging with others: engages confidently with other health care professionals on a national scale to analyse significant events and improve (patient) outcomes on a larger scale.

Self-analysis: demonstrates development as a practitioner through the continual process of critical analysis.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You actively seek multi-source feedback and use it to reflect on your work, shown in your reflective log.
- You have learnt and progressed through supporting others or through completing cases of direct access, detailed in your reflective log.
- For Dental Hygienists and Dental Technicians: You have provided support to others with complex direct access cases, shown in your reflective log or other evidence.
- You have been involved in audit/service evaluation/quality improvement which has led to measurable change, improving patient outcomes on a larger scale than just your own practice, shown in your reflective log or other evidence.
- You have, or are planning to, engaged with other health care professionals to improve patient outcomes eg conference/peer review, shown in your PDP.
- You have undertaken CPD related to developing your analytical skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

1(d) Judgement

Sound judgement: has developed excellent judgement through considerable experience and acts as a mentor for colleagues.

Support: provides appropriate, sound judgement when sought by professional groups or committees, as well as other members of the oral health care team and wider profession.

Mitigating risk: leads inquiry and investigation into risk mitigation.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have played a lead role in committees or groups which help to mitigate risk in dentistry, for example you sit on committees such as local dental networks, British Dental Association, dental society boards and have contributed to guidance, risk assessment etc, shown in your reflective log or minutes from meetings.
- You have demonstrated excellent judgement in complex cases and support others to do so, shown through multi-source feedback.
- Your PDP details how you have developed your judgemental skills and how you plan to hone them further.
- You have applied evidence-based judgement in multiple complex cases shown in detailed case studies.
- You have undertaken CPD related to developing your skills of judgement, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities
- You may have intervened when a variety of situations have been misjudged, and informed colleagues how they can avoid these problems occurring again, demonstrated through your reflective log.

2. Professionalism

2(a) Communication

General communication: communicates with the wider profession and key stakeholders to make positive change within dentistry, and supports others to develop effective communication skills.

Communicating clinical/technical matters: communicates with considerable experience and skill to a range of audiences in clinical and non-clinical settings.

Communicating in difficult situations: manages difficult conversations effectively and with professionalism.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have communicated with health care professionals in relation to improving patient outcomes eg delivered a lecture or seminar, indicated in your reflective log.
- You use your PDP to identify and plan further developments in your communication style.
- You reflect on areas for future development within your team, practice and the wider profession, using patient feedback forms.
- You have undertaken CPD that supports your communication skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You can expertly communicate to a range of audiences in clinical and non-clinical settings, demonstrated by multi-source feedback.

2(b) Consent

Understanding consent: advocates for colleagues, patients and the profession at a national level.

Patients with reduced capacity: has the capacity to provide a sound second opinion when sought by colleagues from the practice/lab as well as from the wider profession. Appreciates the value of a second opinion from others on own cases.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Dental Technicians: You have a complete understanding of the consent process and how it applies to your own work, detailed in your reflective log or lab notes.
- You have advocated for the profession and patients on a national level such as speaking out on issues affecting patients and the profession at professional body national meetings etc, detailed in your reflective log or in minutes of meetings.

ACCOMPLISHED PRACTITIONER

- You have advocated for colleagues or patients by leading committees, professional groups or charities, shown in your reflective log or meeting minutes.
- You have provided second opinions to colleagues within your place of work, as well as colleagues from the wider profession, as referenced in your reflective log.

PROFESSIONALISM

- You use your PDP to plan CPD which will support your knowledge of the consent process.
- You have undertaken CPD related to issues around consent, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(c) Ethical Practice

Principles and advocacy: contributes to, and advocates for, the dental profession in ensuring ethical practice meets the needs of patients and the oral health care team on a local or national scale. Consistently promotes the need for the profession to practice with honesty and integrity.

Professional development: maintains professional competencies to ensure they are practising ethically at all times, putting patients' interests first.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have influenced the wider profession through persistently practising with honesty and integrity and delivering the best patient care.
- You have advocated for colleagues or patients eg leading committees, professional groups or charities, shown in your reflective log or meeting minutes.
- You have advocated for the profession and patients on a national level eg spoken out on issues affecting patients and the profession at professional body national meetings or UK-wide dental society meetings etc, detailed in your reflective log or minutes of meetings.
- You adhere to ethical practice by maintaining professional competencies through your PDP and CPD hours.
- You have undertaken CPD to develop your understanding and knowledge of ethical practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(d) Regulation

Current regulation: has fully embedded regulatory obligations into their practice and demonstrates an instinctive level of self-regulation in order to provide excellent patient care.

Governance: takes part in, and advocates for, developing and disseminating regulation for the oral health care team at a national level, in order to achieve better standards and guidance for patient care.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

ACCOMPLISHED PRACTITIONER

- You have demonstrated self-regulation in your practice in order to provide the best care for your patients, shown in your reflective log.
- You have been involved in developing and disseminating regulation for the oral health care team at a national level, demonstrated in your reflective log.

PROFESSIONALISM

- You have identified ways to further your knowledge of current regulations in your PDP.
- You have undertaken CPD to ensure you adhere to current regulations in your practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

2(e) Record Keeping

Maintaining records: ensures best standards and best practice are met within the workplace and in the wider profession and may contribute to setting standards in record keeping for the dental profession.

Managing records: supports colleagues at a local or national level and may have experience as an expert witness in their field.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You ensure record keeping standards are met within your workplace, demonstrated in your reflective log or multi-source feedback.
- You have led or taken part in peer review or conferences to put in place record keeping standards for the profession, shown in your reflective log.
- You have been an expert witness and can demonstrate that through your reflective log.
- You use your PDP to plan further development related to record keeping.
- You have undertaken CPD related to record keeping, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3. Reflection

3. Reflection

3(a) Behaviours

Own behaviour: behaves in an exemplary and professional manner towards patients, colleagues and the wider profession and is respected for this by others across the profession.

Improving behaviours: can improve the work culture of the team or workplace resulting in a positive outcome for colleagues and patients.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have worked to develop/implement and/or change work culture to improve the culture of the team/workplace. Tell us how it impacted on the team (and patients) using your reflective log.
- You behave in a professional manner in your practice and the wider profession, demonstrated in your reflective log.
- You are aware that you behave with professionalism through personal references you have received from leaders in the profession.
- You are able to understand your behaviour through multi-source feedback including patient feedback if possible.
- You use your PDP to identify development needs and plan activities to address issues around professionalism.
- You have undertaken CPD to address any issues related to your own behaviour or managing the behaviour of others, such as professionalism, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(b) Self-Reflection

Self-awareness and reflection: fully appreciates self-reflection abilities, and can support the education and development needed to build a reflective mindset within others.

Improved outcomes: contributes to developing, and sharing, innovative reflective practice for the benefit of the whole dental profession and improved (patient) outcomes.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have sought multi-source feedback on your clinical/technical and non-clinical/non-technical skills and been able to utilise it to identify developmental needs, shown through multi-source feedback, PDP or reflective log.
- In a variety of situations, you have mentored colleagues, helping you to self-reflect and identify areas for progression, demonstrated in your reflective log.
- You have developed the progression of self-reflective practice within the dental profession eg by presenting cases where you have used self-reflection to improve practice, to a wider audience, detailed in your reflective log.
- You maintain your PDP with areas for progression or update, identified through your self-reflective activities.
- You have undertaken CPD related to effective self-reflection and/or to address other areas for progression as identified through self-reflective techniques, and you have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(c) Wellbeing

Own wellbeing: effectively and actively manages own wellbeing.

Promoting wellbeing: champions wellbeing in the workplace and throughout the wider profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have helped improve the wellbeing of your colleagues and helped advocate wellbeing for the profession as a whole eg set aside time to sit and talk with your colleagues individually and in groups, keeping an open dialogue, and provided courses or talks on wellbeing to a wider audience, shown in your reflective log.
- You are approachable and actively support the wellbeing of others, including in the wider dental community, demonstrated in your multi-source feedback.
- You have incorporated development points related to wellbeing in your PDP.
- You have undertaken CPD related to maintaining a sense of wellbeing, such as resilience training, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

3(d) Feedback

Seeking and providing feedback: seeks feedback from all sources and is proficient in giving feedback to others including supporting them to utilise it effectively.

Using feedback effectively: actively reflects on feedback received in order to improve (patient) outcomes. Educates the wider profession about using feedback effectively, including sharing own experiences.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You mentor/support colleagues to actively engage with and utilise your feedback effectively eg meeting with your colleagues once every three months, discussing all your feedback and working together to decide where you need to target your future efforts, shown in your reflective log or PDP.
- You work to educate the wider profession on how to use feedback effectively eg through giving seminars and lectures, shown in your reflective log or lecture details.
- You actively reflect on feedback given, including patient feedback if possible, whether positive or constructive, and identify areas for progression, detailed in your reflective log or PDP.
- You have developed your PDP and identified areas for development and progression as a result of feedback received.
- You have undertaken CPD to develop your skills around seeking, utilising and providing feedback, such as training in mentorship, education, giving constructive feedback, teaching or providing training. You have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4. Development

4(a) Community of Practice

Support: is a role model for others and actively engages with professionals at all levels to develop perspective, knowledge, and experience.

Development: actively supports the development of others by sharing experience and knowledge.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You stand on various governing bodies to enhance the individual's contribution to the dental profession, shown in your reflective log or other evidence.
- You have shared your considerable knowledge, skills and experience with the wider community by authoring books/chapters in books or publishing articles or papers for peers to learn from, evidenced by the published material and your reflective log.
- You have substantially contributed to a community of practice eg you have introduced new initiatives or made changes which have benefited patients and the whole profession, shown through multi-source feedback.
- You have been maintaining your PDP and included reflections on supporting your community of practice such as progressing your mentorship skills.
- You have undertaken CPD related to promoting a community of practice, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(b) Team Development

The oral health care team: effectively manages key roles on a wide range of successful, multi-disciplinary teams, at both a workplace and a committee level.

Promoting team work: builds successful teams, in own workplace and within the wider profession, and actively supports the careers of others through mentorship and providing a motivating example in all aspects of work.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have effectively worked with different members of the oral health care team effectively on committees or in cross-disciplinary groups, detailed in your reflective log.
- You have successfully led teams within your area of work and the wider profession, shown in your reflective log and multi-source feedback.
- Your PDP includes reflections on advancing your team-working skills even further.
- You have undertaken CPD related to team work, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(c) Individual Development

Identifying development needs: is able to set a precedent for other professionals through a highly developed career. Supports others' self-development through making education and training more accessible for all.

Competency: has enhanced their knowledge and skills through postgraduate education and experience and is recognised within the dental profession for this. Can extend their career in additional directions, such as into academic or teaching roles, taking on new opportunities as a pioneer for the profession.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have gained recognition within the profession via fellowships from other Colleges/Faculties/Professional Bodies and Organisations, shown by certification, though your PDP or reflective log.
- You have completed a postgraduate qualification to Masters or PhD level, demonstrated with certification or your PDP.
- You are a representative on various governing bodies both academic and professional, and are able to impart your knowledge and experience to others, shown in your reflective log.
- You have been getting more involved with education eg mentoring, presenting at conferences, giving lectures etc, detailed in your PDP or reflective log.
- You have developed your PDP, which shows significant progression over your career.
- You have undertaken CPD supporting self development including reflections relevant to your own practice as well as those relating to the support of others, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

4(d) Research

Active research: has been involved in research that has been published widely in dentistry, as well as advocating for other research related to their practice.

Evidence into practice: works at the forefront of innovation within dentistry and implements evidence-based changes in own practice and/or organisation for improved patient care.

Critical thinking and reflection: presents research findings in a relevant and accessible way to the wider dental community.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- For Clinical Dental Technicians and Dental Technicians: You have published your research findings which may have contributed to establishing guidelines and best practice, demonstrated in your reflective log, PDP, research notes or multi-source feedback.
- You have completed a Masters/PHD/MClinDent, evidenced through certification or your PDP.
- You have had your research findings published in multiple publications across a breadth of dentistry, shown by the printed and online material.

ACCOMPLISHED PRACTITIONER

- You have been active in teaching/lecturing about your research and making it accessible and relevant to the dental community, detailed in your reflective log or research notes.
- You reflect on possible avenues for further research in a specialist area in your PDP.

DEVELOPMENT

- You have undertaken CPD in relation to conducting and implementing and sharing the evidence produced, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5. Agency

5(a) Autonomy

Taking ownership: through extended autonomy, is able to influence the wider profession in clinical/technical and/or non-clinical/non-technical work.

Professional development: actively supports colleagues and others in the wider profession, through advanced mentoring skills.

Representing the profession: effectively represents the profession through leadership roles in professional organisations and/or a leadership role in an academic institution.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have taken on the role of consultant or head of an academic institution or organisation.
- You have acted as a representative of your profession on a national scale through active participation in national organisations and professional bodies.
- Through your advanced mentorship skills, you have supported colleagues and others in the wider profession, detailed in your reflective log.
- You maintain your PDP which reflects how you plan to build further on your advanced knowledge and skills.
- You have undertaken CPD to address your developmental needs in all aspects of your role, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities..

5(b) Decision-Making

Empowerment and ownership: makes decisions with confidence, based on a wealth of experience and knowledge and takes responsibility for making important decisions which may affect the wider oral health care team.

Consultation and consideration: when making decisions, takes account of the range of relevant factors and includes appropriate parties, listening to the opinions of others. Provides second opinions to the wider profession.

Reflection: reflects on decision making and evolves learning by tracking output and impact over the short and long term.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You track the effectiveness and impact of your decision making and will adapt your decision-making process if appropriate, as a result of your findings, detailed in your reflective log.
- You make effective decisions and consult with other members of the team in complex cases, to ensure the best possible patient care, detailed in your reflective log or multi-source feedback.

- You provide second opinions to the wider profession through peer review or speaking at conferences, detailed in your reflective log or multi-source feedback.
- You have undertaken CPD that supports your decision-making skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You maintain your PDP and may plan activities to hone your decision-making skills.

5(c) Influence

A positive influence: uses position of influence positively at all levels, from patient and colleague interactions to fundamental structures, systems and guidance, with wide reaching impact.

Fairness and equality: aware of unconscious and informal influence on other professionals, and maintains exemplary standards to ensure this is positive, working to overcome bias.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have influenced a positive impact and outcome that is wide reaching within the profession or health care, detailed in your reflective log or in multi-source feedback.
- You use multi-source feedback forms to identify any systemic bias.
- You organise regular meetings/forums with other dental professionals in order to identify, understand and appreciate any biases that may be present within the wider profession, shown in meeting minutes or your reflective log.
- You keep your PDP updated with ideas for building on your awareness of bias or positive influencing skills.
- You have undertaken CPD related to overcoming conscious bias and developing positive influencing, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.

5(d) Leadership

Leadership skills: demonstrates exemplary leadership and uses leadership skills to engage with the key stakeholders outside of dentistry. Leads with humility and appreciates the feedback of other members of the oral health care team.

Developing leadership qualities: has insight into own leadership style and development as a leader. Actively engages with, and supports, colleagues at all levels of development, encouraging future leaders.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You mentor others to develop their leadership qualities and encourage them to become future leaders, evidenced in mentee feedback or your reflective log.
- Your leadership skills have had a positive impact on (patient) outcomes, indicated in your reflective log or multi-source feedback.

- Your leadership has led to a measurable improvement within the profession at a local or wider level, described in your reflective log or multi-source feedback.
- You have undertaken CPD in order to further develop your leadership skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You plan out areas for improvement in your leadership through your PDP.

5(e) Management

Self-management: has extended managerial skills and experience, by assuming a management role and/or mentoring others in the wider profession, as well as in the workplace.

Managing others: understands the role of all members of the team and strives to ensure the team works effectively and efficiently through motivation and appropriate delegation.

The following suggestions are a few examples of how you could demonstrate this skill and are intended as guidance only.

- You have effectively managed a multi-disciplinary team and which has had a positive outcome, shown by multi-source feedback, your reflective log or case study.
- You have identified areas of your management style you want to develop further, with planned CPD activities identified in your PDP.
- You have undertaken a management role relating to the wider profession, not just your place of work, detailed in your role description, multi-source feedback or reflective log.
- You have undertaken CPD related to further developing your management skills, and have critically evaluated its effectiveness with a view to selecting appropriate future CPD activities.
- You have mentored colleagues in your workplace and in the wider profession to help professional development, shown in your reflective log or mentee feedback.





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