



Guidelines for competence development at the Department of Dentistry and Oral Health, Aarhus University

Definition

The Department of Dentistry and Oral Health (IOOS) defines competence development as the activities and initiatives that qualify employees to handle their work tasks now and in the future. Competences include professional, pedagogical, personal, and social skills, and development should be viewed in relation to the tasks the department undertakes and the people we work with.

For the department, competence development means:

- Supporting the department's core tasks within research, education, and clinical practice.
- Strengthening employees' ability to handle change and contribute to the department's development.
- Anchoring competence development in the department's core value of "professionalism."

Purpose

The purpose of competence development is to ensure alignment between the competences an individual employee possesses and the requirements and challenges they encounter in their work. The visions and goals of the department and the university must be known and understood so that everyone knows what they are working toward.

For the department, this means:

- Ensuring that IOOS has the necessary competences to perform its work.
- Ensuring that each employee is competent in relation to their job and thereby experiences security, development, and job satisfaction in everyday work.
- Strengthening the employee's value in the labor market through maintenance and development of competences.

Principles for competence development

The following principles apply to competence development at the department:

- **Shared responsibility:** Competence development is a joint responsibility of managers and employees. Managers must create frameworks and opportunities for competence development, and employees must actively participate in developing their competences.
- **Strategic anchoring:** Competence development must be based on IOOS's strategy and goals.



- Dialogue and planning: The need for competence development is discussed continuously between manager and employee, with particular focus during the annual performance and development review (MUS).
- In connection with competence development, employees are obliged to discuss with their immediate manager how they will share their newly acquired knowledge/competences with colleagues or relevant partners.

What can competence development include?

Below are examples of what competence development can include and can serve as inspiration. The list is not exhaustive:

- Workplace learning (projects, new tasks, joint days)
- Knowledge sharing in professional communities
- Peer sparring
- On-the-job training and mentoring schemes
- Participation in internal courses and workshops
- External courses, conferences, or educational programs
- Internships or participation in networks

Procedure

Specific competence development is discussed between the immediate manager and employee based on the department's strategy and goals as well as the needs of the unit and the employee. It may be beneficial to prepare a competence development plan for each employee to ensure a clear objective for the development activity, aligning the employees' needs and wishes with the department's strategy, goals, and direction.

Before registering for external education or courses, the employee completes an application form stating the purpose and justification for the competence development and its relevance for the department. The form must also include price and time requirements. Before registration, the form is submitted to the immediate manager for review/approval and then forwarded to the head of department for final review/approval.

For external competence development without course fees or participation charges, this is discussed with the immediate manager regarding planning of other resource use, working hours, etc.

Economy and working hours

The department may cover expenses related to courses, transportation, and any accommodation by agreement.



For course and education days, time off is normally granted, while any preparation related to education is considered personal time. Any time off for writing assignments, exams, and exam preparation is agreed upon with the immediate manager.

The employee and the immediate manager share responsibility for applying for funds via the State Competence Fund.

The guidelines for competence development were approved by the Local Liaison Committee (LSU) on October 27 2025.

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