

Instructions for using the Self Assessment Tool

RETAIN FOR YOUR RECORDS

STEP 1: Create your personal knowledge and skill inventory

- A listing of the key knowledge and skill competencies needed by massage therapists is contained in the **Knowledge and Skill Inventory**.
- Read over each statement. Ask yourself, “Can I consistently and reliably do this?” Then place a checkmark in either the “Satisfactory” or “Needs Development” column against that statement. (You may end up with several checkmarks in the “Needs Development” column. Don’t worry, you’ll only need to choose 3 areas for development this cycle.)

STEP 2: Assess your overall level in each competency.

- Using the easy **Five-point Scale**, on page 10, determine your overall level for each competency. It is not necessary to determine levels for each knowledge and/or skill statement. Use the scale as a guide to make your most honest assessment. Assigning your level is more an “art” than a “science”...a method to help you determine where to focus your development.
- Enter your rating against the appropriate competency listed on the **Target Levels** page in the “Your Level” column.

*Remember: This self-assessment process is designed to help you clearly identify which areas will be most beneficial for you to develop. To gain the most from this exercise, you will need to be honest with your self-assessment. Being true to yourself is the only way for you to identify your critical development areas. You may find that you rate yourself as a “1” or “2” in several competencies. **Please remember that no rating can be lower than “1” or higher than “5”.***

STEP 3: Determine the difference and choose 3 areas for development

- Compare “Your Level” with the “Target Level” for each competency. In the “Difference” column enter the positive (if you rate higher) or negative (if you rate lower) amount of the difference between the target level and your level. If the target level and your level are the same, enter “0” in the difference column.
- Scan the “Difference” column to identify what you consider to be your most significant areas for development. Highlight those competencies.
- Now, go back to your Knowledge and Skill Inventory, review the checked boxes for your selected competencies and choose three areas to develop over the next cycle.
- Add the reference numbers of your three selected development statements (i.e. 4.7) to the space provided at the bottom of the Target Levels document.

A point to consider: Some knowledge and skills are easier to learn than others and take far less time. Some can be learned through attending a course or seminar; others can only be learned through experience and persistence. When choosing your three areas, be careful to ensure a good mix of development that will not prove to be too easy or onerous on you.

STEP 4: Build a development plan

- Now using the **Development Log** write the reference number of the development statement in the first column.
- In the second column, write down the actual competency and development statement.
- Now, identify how you plan to develop that particular knowledge or skill. Think about courses/workshops that are available; research using books, magazine articles and the internet; attending discussion groups; using a mentor or “shadowing” a peer therapist to help you learn. There are many different ways to learn. Add this information to the third column.

Also, think of situations when you have found learning to be easy and enjoyable. How did you go about learning? Do you learn best in a structured/classroom environment or by teaching yourself at your own pace? This will give you a good indication of your learning preference/style. If you make learning enjoyable, you are far more likely to acquire and apply the newly learned knowledge and skill.

- In the fourth column, set a reasonable time frame for completing your development. Take into consideration the method you plan to use and how long it will take; consider your client schedule, upcoming vacations, etc.
- In the last column, indicate how you will determine whether you have been successful in learning and *applying* the newly acquired knowledge or skill. This may be through feedback from peers, clients or even through a peer assessment. Everyday, you come into contact with a variety of people who can provide you with valuable feedback.

You will need to evaluate this area carefully, otherwise your time spent in development might not be maximized. Do not overlook this important step – ensure it is complete before moving onto the next development topic.

- Repeat the previous steps for the other two areas you have chosen to develop.
- An optional step you may choose to complete is to determine which competencies you have identified as strengths. (They will show as a positive number in the “Difference” column.) You may possess a particular expertise that can be shared with others. Consider various activities, (i.e. mentoring, facilitating discussion groups, workshops, writing articles, working on committees) that will assist others with their personal development and help you maintain and possibly enhance your current expertise.

Add this information to your Development Log.

Remember to review your Development Log annually. This will help you keep track of your progress and allow you to re-prioritize the knowledge and/or skills you are developing. You may have completed all your areas for development and are ready for the next challenge. You can review the ticked boxes and the notes you have already made; then choose new areas you would like to develop.

How does this process help me?

This self-assessment questionnaire has been developed with input from your peers as part of the College’s Quality Assurance Program (QAP). It has been designed to help you identify your current levels of knowledge and skill and areas that you consider may need development. This should become the basis for your CEU activity selection over your cycle.

Knowledge and Skills Inventory

Competency Title	Satisfactory <input type="checkbox"/>	Need Development <input type="checkbox"/>	Knowledge and Skills
Read each statement and ask yourself: “Can I consistently and reliably...?” If the answer is yes, place a checkmark in the “Satisfactory” column. If the answer is no, place a checkmark in the “Needs Development” column.			
General Competencies – These knowledge and skills are transferable and can be used in most professions. They are organized in alphabetical order for easy reference.			
1. Business Acumen	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> <ol style="list-style-type: none"> 1. Understand and implement general principles of business management. 2. Understand the general principles of financial management, accounting, budgeting, personal and business taxes. 3. Understand relevant legislation, restrictions and functions of regulatory bodies 4. Understand business ownership issues/concerns. 5. Identify what constitutes reasonable fees for services and create appropriate fee structure. 6. Understand the impact of client satisfaction on business results and client outcomes. 7. Operate all applicable business systems/software essential to perform work, improve effectiveness and profitability.
2. Business Development	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> <ol style="list-style-type: none"> 1. Examine current client base to identify retention and expansion potential. 2. Identify target client groups for marketing initiatives. 3. Develop business plans that articulate business goals and timelines. 4. Develop a network of contacts to expand business.
3. Client Focus	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> <ol style="list-style-type: none"> 1. Encourage and be responsive to clients’ choices regarding treatment. 2. Encourage the client’s full involvement in the planning, implementation and management of their own healthcare. 3. Adjust treatment in line with changing client preferences and priorities. 4. Act in the client’s best interest at all times. 5. Advocate, respect and support clients’ ethical and moral rights. 6. Identify client’s objectives and jointly develop reasonable goals. 7. Follow-up with client regarding satisfaction levels and/or reasons for discontent.
4. Client Relations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> <ol style="list-style-type: none"> 1. Interact cooperatively with clients and substitute decision-makers. 2. Acknowledge, value and respect other’s needs, viewpoints, opinions and cultural beliefs. 3. Recognize and respect client boundaries. 4. Demonstrate empathy and concern for the feelings and needs of others. 5. Create rapport by establishing open and honest communication. 6. Define therapeutic relationships including therapist/client power differential, transference/countertransference, privileged communication and confidentiality. 7. Provide constructive feedback and willingly accept feedback from others.

Competency Title	Satisfactory <input checked="" type="checkbox"/>	Need Development <input checked="" type="checkbox"/>	Knowledge and Skills
5. Communication	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Provide complete and accurate information in a sensitive and timely manner. 2. Communicate verbally, clearly articulating the meaning and content of the message. 3. Listen effectively, using silence and questioning techniques to clarify communication. 4. Recognize own body language and interpret body language of others. 5. Use language and terminology that is suitable to each person's understanding and background. 6. Acknowledge the client. 7. Write clear, concise treatment plans, reports, letters and memos in a timely manner. 8. Make effective formal and informal presentations.
6. Compliance	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Understand and comply with: ♦ Regulated Health Professions Act ♦ Massage Therapy Act and its regulations ♦ Healthcare Consent Act ♦ Standards of Practice ♦ Code of Ethics ♦ Other applicable legislation (municipal, provincial and federal). 2. Comply with informed choice and consent requirements. 3. Report any occurrence required under the Mandatory Reporting requirements. 4. Understand insurance regulations and issues particularly with respect to third party billing. 5. Safeguard/protect the client's right to physical and emotional privacy and confidentiality. 6. Recognize potential conflicts of interest and deal with related issues and conduct.
7. Conflict Resolution	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Bring conflicts into the open to enable collaborative resolution. 2. Maintain objectivity. 3. Use disagreements as a tool to strengthen working relationships and improve client focus. 4. Seek assistance, when necessary, if conflicts arise between the therapist and the client. 5. Address important issues, recognizing the difference between main and lesser issues. 6. Acknowledge the value in all points of view.
8. Interprofessional Relations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Collaborate with members of other healthcare professions and third party payers to meet public and individual healthcare needs. 2. Refer clients to other healthcare providers/specialists and draw on their expertise to improve client outcomes. 3. Demonstrate respect and support for other healthcare professions and members 4. Promote teamwork and consider others needs. 5. Work collaboratively with people from diverse backgrounds and adapt responses/approach accordingly.

Competency Title	Satisfactory <input checked="" type="checkbox"/>	Need Development <input checked="" type="checkbox"/>	Knowledge and Skills
9. Ongoing Learning	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Take responsibility for own learning and personal development. 2. Assess own levels of knowledge, skill and judgement in relation to professional norms. 3. Continuously seek and assimilate new information. 4. Access and use the internet to communicate with other healthcare professions/practitioners and access new information. 5. Openly seek opportunities for learning. 6. Use criticism and knowledge of past mistakes to avoid future mistakes. 7. Share learning with others. 8. Seek out new technology to support and enhance performance.
10. Problem Solving and Decision Making	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Understand and apply critical thinking techniques. 2. Identify the source of the problem by gathering and analyzing sufficient information before making a decision. 3. Generate and consider innovative alternatives. 4. Evaluate potential risk and impact of possible solutions. 5. Identify and remove potential barriers. 6. Use sound judgement, combining knowledge and experience, and make timely, effective decisions. 7. Recognize own limitations when making decisions and know when they should be referred.
11. Records Management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Set-up and maintain accurate client clinical records in accordance with regulations and standards. 2. Establish and maintain accurate business records including financial, business, equipment and client appointment records. 3. Establish and maintain an effective filing system whether manual or computer-based adhering to security and protection procedures.
12. Self Management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Be aware of own values and identify when value conflicts interfere with client care. 2. Demonstrate a commitment to continuous improvement. 3. Be accountable for own actions and decisions. 4. Perform only those functions for which one is qualified. 5. Set realistic timeframes that do not compromise quality of care. 6. Take responsibility for own health and well being.
Technical Competencies - These knowledge and skills are specific to Massage Therapy. For ease of use, they have been organized by "process". e.g. the most logical order.			
13. Anatomy	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Use directional vocabulary (e.g. proximal & distal). 2. Use movement vocabulary (e.g. flexion & extension). 3. Use anatomical vocabulary (e.g. scapula vs. shoulder blade). 4. Identify relevant anatomical landmarks and: <ul style="list-style-type: none"> ♦ Muscles and tendons ♦ Fascia and connective tissue ♦ Bones ♦ Joints ♦ Viscera ♦ Major arteries and veins ♦ Lymphatic vessels ♦ Central and peripheral nervous systems

Competency Title	Satisfactory <input checked="" type="checkbox"/>	Need Development <input checked="" type="checkbox"/>	Knowledge and Skills
17. Massage Techniques	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Apply Swedish Techniques, e.g. effleurage, petrissage, tapotement, rocking/shaking, stroking and vibrations. 2. Apply other techniques such as: <ul style="list-style-type: none"> ♦ Joint mobilization ♦ Stretch techniques ♦ Trigger point therapy ♦ Fascial therapy ♦ Frictions
18. Client Assessment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Identify and record through effective questioning, the client's overall situation, history, and goals, using subjective and objective techniques. 2. Examine client by observing gait, posture, signs of pain and general well being. 3. Apply regional assessment techniques. 4. Perform special tests, including: <ul style="list-style-type: none"> ♦ Orthopedic ♦ Neurologic ♦ Circulatory ♦ Muscular (e.g. pain at rest, stretch, resisted action) ♦ Range of motion ♦ Proprioception ♦ Client questionnaires (e.g. Oswestry, Vernon-Mior) 5. Develop an appropriate treatment plan which includes: <ul style="list-style-type: none"> ♦ Measurable goals and outcomes ♦ Client expectations and commitment ♦ Types of treatment(s) ♦ Effects of treatment(s) ♦ Frequency and duration ♦ Client self-care plan ♦ Ongoing client evaluation 6. Analyze responses and interpret information to determine client's needs.
19. Pre-treatment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Prepare the treatment area and self in accordance with the prescribed Standards of Practice. 2. Position and drape the client appropriately for treatment. 3. Clearly communicate the role of the massage therapist. 4. Inform clients of other healthcare service options and treatments known to you, or refer to medical practitioner. 5. Provide information about the proposed treatment, alternatives, material affects, risk and side affects, and consequences of receiving or not receiving treatment. 6. Receive proper consent for treatment.

Competency Title	Satisfactory <input checked="" type="checkbox"/>	Need Development <input checked="" type="checkbox"/>	Knowledge and Skills
20. Applying Treatments	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Identify and adapt treatment for the client through the stages of healing. 2. Apply appropriate techniques, within the scope of practice, for the treatment of: <ul style="list-style-type: none"> ♦ Inflammation and repair ♦ Nervous system (e.g. flaccidity, spasticity, neuritis, upper/lower motor neuron lesions) ♦ Muscular conditions (e.g. contraction, spasm, contusion) ♦ Cardiovascular conditions (e.g. hypertension) ♦ Lymphatic conditions (e.g. edema, drainage) ♦ Immune conditions (e.g. rheumatoid arthritis, lupus) ♦ Respiratory conditions (e.g. Asthma, Emphysema) ♦ Gastrointestinal conditions (e.g. constipation, spastic colon) ♦ Reproductive conditions (e.g. secondary treatment of symptoms) ♦ Skin conditions (e.g. skin adhesions, scar tissue) ♦ Skeletal conditions (e.g. osteoarthritis, scoliosis, fractures) ♦ Psychopathology (e.g. stress, depression) ♦ Pain management ♦ Trigger points ♦ Fascial dysfunction ♦ Prenatal/post natal care ♦ Postural, structural and biomechanical conditions
21. Hydrotherapy	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Understand the principles of hydrotherapy and adapt applications. 2. Understand the effects, properties and functions of water. 3. Understand definitions of temperatures. 4. Apply various hydrotherapy techniques (e.g. local and systemic applications of hot and cold, cryotherapy, baths). 5. Employ appropriate additives. 6. Control treatment variables (e.g. temperature, duration of treatment, water pressure, degree of submersion). 7. Monitor client during treatment. 8. Maintain hygiene and care of equipment. 9. Monitor specific contraindications for the use of hot, cold and contrasts.
22. Remedial Exercise	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Understand and apply the principles of therapeutic remedial exercise. 2. Understand the principles of kinesiology, kinematics and kinetics. 3. Understand muscle and ligament biomechanics. 4. Understand the effects, uses, indications and contraindications for remedial exercise. 5. Understand the differences between safe versus unsafe aerobic exercise. 6. Identify the conditions affecting the application of therapeutic exercises. 7. Perform range of motion exercises. 8. Design an appropriate program of exercise and ensure correct performance by client. 9. Monitor progress.
23. Ongoing Client Evaluation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><i>I can consistently and reliably:</i></p> <ol style="list-style-type: none"> 1. Observe, understand and interpret client's responses to treatment and adjust treatment accordingly. 2. Select and implement an evaluation process that will monitor the effectiveness of the treatment plan and maximize patient outcomes. 3. Collect, analyze and use the evaluation feedback to identify personal strengths and weaknesses and to improve practice standards.

Competency Title	Satisfactory <input checked="" type="checkbox"/>	Need Development <input checked="" type="checkbox"/>	Knowledge and Skills
24. Healthcare Services Knowledge	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Interpret the applicability and impact of relevant legislation. 2. Maintain an awareness of current issues and events, and their impact on healthcare services and the general public. 3. Assess future trends and their impact on healthcare services and the general public.
25. Public Health	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<i>I can consistently and reliably:</i> 1. Understand and apply the principles of hygiene and sanitation as they relate to the client, equipment and materials and the work environment. 2. Understand the role of public health inspectors. 3. Understand the control of: ♦ Communicable diseases ♦ Micro-organisms: viruses, bacteria and parasites ♦ Sexually transmitted diseases 4. Advocate with other healthcare providers to promote and support social changes that enhance individual and community health and well being.

Choose three items from the Knowledge and Skills Inventory that you've checked as "Needs Development". Record these items in the space provided below, on the target level documents and on your development log. Use the reference number of the specific areas you will be developing, for example, 22.5 *Understanding the differences between safe versus unsafe aerobic exercise*.

1. Development Area	
2. Development Area	
3. Development Area	

FIVE-POINT SCALE

Use this scale to determine the overall level of knowledge and skill you have in each competency. Read the definitions and then enter your level in the appropriate column on the Target Level form.

LEVEL	TITLE	KNOWLEDGE	SKILL
1	AWARENESS/ENTRY	❖ Fundamental awareness and knowledge of essential concepts and processes in the competency area.	<ul style="list-style-type: none"> ➤ Able to recognize concepts or processes and refer to others for assistance. ➤ Able to apply minimal/limited skills within competency area (<i>Dependent</i>).
2	BASIC	❖ Basic knowledge and understanding of general concepts and processes in the competency area.	<ul style="list-style-type: none"> ➤ Able to work without assistance in many skill areas of the competency. ➤ Still needs assistance with application of some skills (<i>Partially independent</i>).
3	OPERATIONAL	❖ Practical working knowledge and understanding of standard, everyday concepts and processes	<ul style="list-style-type: none"> ➤ Able to apply skills in routine, stable situations without assistance (<i>Independent</i>).
4	EXTENSIVE	❖ Comprehensive knowledge and understanding of standard and non-standard concepts and processes.	<ul style="list-style-type: none"> ➤ Able to apply skills in complex, diverse, unstable and shifting situations. ➤ Uses knowledge and skills to interact with other disciplines to advance organizational effectiveness (<i>Organizational interdependence</i>).
5	EXPERT	❖ Vast, widespread, expert knowledge and understanding of competency area.	<ul style="list-style-type: none"> ➤ Able to contribute to and advance global thinking in area of competence. ➤ Recognized as a leader/expert by peers (<i>Global interdependence</i>).

Target Levels *(For your own records)*

Using the easy **Five-point Scale**, on page 10, determine your overall level for each competency. It is not necessary to determine levels for each knowledge and/or skill statement. Use the scale as a guide to make your most honest assessment

Enter your rating against the appropriate competency listed in the Target Level column in the Your Level column.

COMPETENCY	Target Level	Your Level	Difference
General:			
1. BUSINESS ACUMEN	2		
2. BUSINESS DEVELOPMENT	1		
3. CLIENT FOCUS	4		
4. CLIENT RELATIONS	4		
5. COMMUNICATION	3		
6. COMPLIANCE	3		
7. CONFLICT RESOLUTION	2		
8. INTERPROFESSIONAL RELATIONS	3		
9. ONGOING LEARNING	3		
10. PROBLEM SOLVING AND DECISION MAKING	3		
11. RECORDS MANAGEMENT	3		
12. SELF MANAGEMENT	3		
Technical:			
13. ANATOMY	3		
14. PHYSIOLOGY	3		
15. PATHOLOGY	3		
16. MASSAGE THEORY	4		
17. MASSAGE TECHNIQUES	4		
18. CLIENT ASSESSMENT	3		
19. PRE-TREATMENT	4		
20. APPLYING TREATMENTS	4		
21. HYDROTHERAPY	3		
22. REMEDIAL EXERCISE	3		
23. ONGOING CLIENT EVALUATION	4		
24. HEALTHCARE SERVICES KNOWLEDGE	2		
25. PUBLIC HEALTH	3		
1. Development Area			
2. Development Area			
3. Development Area			

Using your Knowledge and Skill Inventory, fill in the reference number of the specific area you will be developing. i.e. 4.7, 5.1, 17.1..

Development Log from _____ to _____ (Date)

Ref.#	What do I need to develop?	How will I learn it?
Example 4.7	Client Relations: Provide constructive feedback and willingly accept feedback from others.	(a) Take a course on giving and receiving feedback. (b) Read books/articles I can obtain from the library. (c) Ask for feedback from clients and peers. Analyze how I respond. Ask peers how they felt giving me feedback and how I reacted. (d) Participate in local discussion group. (e) Implement a client feedback sheet and follow-up with clients on both positive and negative feedback.

Ref.#	Area of Strength	How will I use this?
Example 2.3	Business Development Develop business plans that articulate business goals and timelines.	(a) Develop a course in creating business plans and goals. (b) Find out how to apply for CEUs.

By when?	How will I know I've learned it?
September 30 th , 2005	<ul style="list-style-type: none"> <input type="checkbox"/> When people thank me for giving them feedback that has been honest and open. <input type="checkbox"/> When I can react positively to negative feedback from clients and peers, and use it to improve/enhance my business and performance. <input type="checkbox"/> When I can view feedback as an important tool for my personal growth and development. <input type="checkbox"/> When people tell me that I have been open to receiving feedback and have not been defensive.
	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Development for next year	Additional Comments
21.2 Massage Techniques – Apply other techniques – Intra-oral treatment	