



Guidance for referees on supporting an application for Founding Senior Fellowship and Founding Fellowship of FMLM

Thank you for agreeing to provide a reference to support the application for Founding Senior Fellowship or Founding Fellowship of FMLM.

To be a referee:

- You should have direct experience of the applicant's leadership and management practice for a minimum of 12 months and ideally two years.
- You should not be a relative, spouse or partner, or have financial links that would present a conflict of interest.

The fellowship is designed to recognise individual excellence in leadership and management, in particular against the [*Leadership and management standards for medical professionals \(2nd edition\)*](#). These standards were developed to provide clarity regarding the expectations of doctors in leadership and management roles. The fellowship provides a way in which doctors can benchmark themselves and be measured. FMLM believe this is particularly pertinent given the increasing accountability and responsibility that doctors have with respect to the effectiveness and efficiency of healthcare delivery and health advice, as well as safety and quality.

The UK medical profession has a distinguished international reputation for clinical standards; it needs to replicate this for leadership and management. This was emphasised in the 2012 'Report of the Mid-Staffordshire NHS Foundation Trust Public Inquiry' which called for stronger healthcare leadership and "the recognition that healthcare management and leadership is, or should be treated as a profession."

Function

The function of the referee is to provide a peer review of the applicant's practice and to support and supplement the information given in the application. You should provide comments on how the applicant meets the application criteria for Founding Senior Fellowship / Founding Fellowship of FMLM, using your knowledge of his/her work and the context within which the applicant works. Please take time to read your colleague's application before composing your reference. If possible, please comment on the applicant's most recent role and responsibilities.

Further information about the Faculty of Medical Leadership and Management may be found at www.fmlm.ac.uk.



Content

Your reference should primarily refer to the applicant's commitment, experience, knowledge, behaviour and achievements in leadership and management. Please provide practical examples to support your comments wherever possible. If you have been involved in peer observation of your colleague's leadership and management, please draw on the evidence this provides. Similarly, please comment on any innovative practice, contribution to developments in leadership and management, or contribution to local, regional and national initiatives in leadership and management in which the applicant is involved.

Word limits

A word limit is indicated for each section of the form, this is not an indication of how many words FMLM expect in each section.

Format

All applications are based on the applicant's evidence of commitment to the core values and domains of the [*Leadership and management standards for medical professionals \(2nd edition\)*](#). Applicants must demonstrate (and referees must corroborate) these attributes and qualities.

Recognition for Award of Founding Senior Fellowship / Founding Fellowship

Applicants for Founding Senior Fellowship / Founding Fellowship are required to demonstrate their commitment to the core values of medical leaders. In addition they must outline their achievements within all domains (Founding Senior Fellowship) or the first three domains (Founding Fellowship).

Your comments

There is a standard form for references. Examples of the applicant's activity, drawn from your own observation or experience, are particularly valuable. Please ensure that your reference is signed and authenticated and emailed to fellowship@fmlm.ac.uk.

Conflict of Interest

Networking across the community of medical leaders and managers is such that it is likely that those assessing applications will be acquainted with some of the applicants. Acquaintance, friendship and past working relationships are not in themselves barriers to participating in the assessment process, wherein assessors are expected to work to very high standards of professional integrity. However, assessors who have present close personal or working relationships with candidates, are collaborators, competitors, or are aware of other circumstances which could bias their judgements, are expected to take no part in the assessment of that application. In cases of doubt, the Chair of the Standards Certification and Award Committee will advise. Assessors will not assess an application for which they are a referee. Individuals who are themselves in the process of applying for Founding Senior Fellowship / Founding Fellowship will not be accepted as referees. Applicants may not be referees for each other.

Further Information

FMLM is committed to diversity and inclusion. If you have any queries about the application and assessment processes, or if you require this information in a different format, please contact FMLM, by emailing: fellowship@fmlm.ac.uk.