



Faculty of  
**Medical Leadership  
and Management**

# **FMLM Trainee Steering Group**

## **Armed Forces Lead Recruitment Pack**

## CONTENTS

Advertisement	3
Interview Structure	4
Terms of Reference for FMLM TSG	5
Personal and Role Specification for FMLM TSG Armed Forces Lead	11
Statement of Inclusivity	14



## ADVERTISEMENT

The Faculty of Medical Leadership and Management (FMLM) is offering the opportunity for an Armed Forces trainee member to join the Trainee Steering Group (TSG). The TSG is a representative group ensuring the views and interests of trainee members are represented to the FMLM. The purpose of the TSG is to promote the values of the FMLM to trainees and to provide strategic direction for medical leadership and management for its trainee members.

The FMLM is currently inviting its trainee members to apply for the position of Armed Forces Lead.

As the Armed Forces Lead you will be encouraged and supported to develop innovative projects within your Armed Forces trainee community, collaborate with other TSG members, and contribute to the overall direction of the TSG, ultimately representing trainees on behalf of the FMLM. You will be expected to engage with and expand the network of trainees based in the Armed Forces, promoting medical leadership and management, whilst seeking opportunities to liaise with local and national external organisations to support leadership activities and initiatives.

In addition, there is an opportunity for significant professional and personal development via access to FMLM training opportunities, mentorship, and experiential learning through leading and delivering projects. The FMLM is committed to developing leadership and management among trainees. Joining the TSG will give you the chance to have your say on how this is achieved and delivered.

**Eligibility:** UK-based trainees (doctors in training) who are members of the Armed Forces, with FMLM membership at the time of application.

**To Apply:** Applications are made by returning the application form below to [tsg@fmlm.ac.uk](mailto:tsg@fmlm.ac.uk), copying in [tsg.chair@fmlm.ac.uk](mailto:tsg.chair@fmlm.ac.uk) by **11 December at 6pm**. Interviews will commence at the point at which potentially appointable applicants have been received, and so the application window may close before this date, or extend after 11<sup>th</sup> December.



## INTERVIEW STRUCTURE

Successful applicants will be invited to participate in a **short informal interview** one evening at some point between **7pm and 9.30pm** during a weekday. If these times are unsuitable, we will do our best to accommodate you. The interview will be conducted by 2-3 existing TSG members and will last around 20 minutes. The interview also offers you an opportunity to discuss any questions you may have regarding FMLM and the TSG.

The interview follows a value-based recruitment model, with questions focussed on the themes outlined in the table below.

QUESTION THEMES
Commitment to medical leadership & management & its role in healthcare.
Knowledge & understanding of the FMLM, the TSG & its activities.
Organisation, self-motivation & innovation.
Inclusive, reflective & accountable team-member.

## TERMS OF REFERENCE

### FMLM Trainee Steering Group

#### 1. Purpose

The TSG is a representative group ensuring the views and interests of trainee members are represented to FMLM. Its purpose is to promote FMLM's values to trainee members and to provide a strategic direction for medical leadership and management for its trainee members. The TSG also promotes the value of trainee leadership within healthcare and the need to achieve equity of opportunity at all times.

#### 2. Composition of the committee

The composition of the committee represents the diversity of its membership:

ROLE	TERM	APPOINTMENT
Chair (TSG executive member)	Two years (plus six-month handover period if required)	Internal application, appointed by ballot, TSG members as voting members
Deputy-chair (TSG executive member)	Two years	Internal application, appointed by ballot, TSG members as voting members
General Secretary (TSG executive member)	Two years (plus a six-month handover period if required)	Internal application, appointed by ballot, TSG members as voting members
Communications lead	Two years	Competitive external application (current TSG members also eligible to apply through this process)  Application process coordinated by the General Secretary or the Chair/a deputy depending on circumstances. Shortlisting and interviewing will be conducted by at least two members of the TSG (one of which



		will usually be the Chair or Vice-Chair, except if there is a conflict of interest)
Inclusion Lead (in addition to Regional Lead role)	Two years	Self-nomination, internal vote
International Medical Graduate Lead	Two years	Competitive external application (current TSG members also eligible to apply through this process)  Application process coordinated by the General Secretary or the Chair/a deputy depending on circumstances. Shortlisting and interviewing will be conducted by at least two members of the TSG (one of which will usually be the Chair or Vice-Chair, except if there is a conflict of interest)
Regional/devolved nation/other Lead(s) to include: <ul style="list-style-type: none"> <li>• Armed Forces</li> <li>• Two Scotland members (South and North leads)</li> <li>• Two Wales members (North-West and South-East co-leads)</li> <li>• Northern Ireland</li> <li>• Three North of England members; North Central, North West, North East leads</li> <li>• Midlands</li> <li>• East of England</li> <li>• Three South of England members;</li> </ul>	Three years	Competitive external application (current TSG members also eligible to apply through this process)  Application process coordinated by the General Secretary or the Chair/a deputy depending on circumstances. Shortlisting and interviewing will be conducted by at least two members of the TSG (one of which will usually be the Chair or Vice-Chair, except if there is a conflict of interest)



<p>South West, Central and South East</p> <ul style="list-style-type: none"> <li>• London</li> </ul>		
<p>Deputy Regional Leads (As applicable)</p>	<p>Three years</p>	<p>Being phased out</p>
<p>Foundation Lead</p>	<p>Two years if recruited as a Foundation Year 1 doctor</p> <p>18 months if recruited as a Foundation Year 2 doctor – potential to extend based on external review if taking a ‘F3’ year for a further 1 year only</p>	<p>Competitive external application (current eligible TSG members also eligible to apply through this process)</p> <p>Application process coordinated by the General Secretary or the Chair/a deputy depending on circumstances. Shortlisting and interviewing will be conducted by at least two members of the TSG (one of which will usually be the Chair or Vice-Chair, except if there is a conflict of interest)</p>
<p>FMLM’s National Medical Director’s Clinical Fellow (non-appointed deputy chair)</p>	<p>1 year</p>	<p>Appointed by the FMLM</p>

### 3. Meetings

Meetings will be chaired by the Chair and in their absence, the deputy-chair or another appointed deputy. Decisions will be made on consensus where warranted. Voting rights are available to all members of the TSG, except for the FMLM Clinical Fellow.



Prior to meetings, all leads are expected to submit progress reports, unless advised otherwise by the Chair. The committee will meet virtually at least three times a year and will meet twice in person where possible. Some of these meetings may take place during weekday evenings, depending on collective wishes of current Group members. Inability to attend meetings due to other commitments, both professional and personal, is anticipated, along with exceptional circumstances. In such circumstances, members are requested to send their apologies to the Chair and the General Secretary with as much notice as possible.

#### **4. Minutes**

Minutes and actions of each meeting will be recorded and circulated; this will be the responsibility of the General Secretary. It is the responsibility of each TSG member to review the minutes and complete actions required.

#### **5. Remit**

To fulfil the aims of TSG, the activities of the committee include, but are not limited to mentoring, coaching, conferences, seminars, events, policy, publications, representation, social media, webinars, and leadership development. Through these activities, TSG members will:

- Promote and signpost FMLM services and TSG workstreams that support trainee development.
- Contribute to development of projects and workstreams designed to promote trainee leadership and management development and the value of trainee leadership.
- Support emerging trainee medical leaders and trainees interested in developing leadership skills.
- Align with FMLM and support local, regional and national evidence-based initiatives that promote good leadership and management practice.
- Strengthen and promote inclusivity at all levels by:
  - Helping members to recognise their leadership capabilities.
  - Contributing to equality, diversity and inclusivity workstreams.
  - Acting as an active ally, opportunistically highlighting where equity can be achieved through TSG work.
  - Promoting flexibility and other ways to promote equity of access to leadership and management development opportunities and roles.
  - Supporting applications for FMLM Associate Fellowship.
  - Promoting trainee networking at FMLM's annual in-person conference.





- Signposting trainees to national, regional, and local events that support best practice in medical leadership and management.

## **6. Remuneration**

All roles as part of the FMLM TSG are voluntary and non-remunerated. Individuals are eligible to claim expenses for travel and subsistence costs necessarily incurred in line with the relevant FMLM policies. We strive to provide benefits to TSG members, recognising your service, such as bespoke group leadership development sessions and events, discounts to FMLM events, ARCP recognition letters and networking opportunities alongside opportunities to participate in unique projects.

## **7. Time commitment**

The TSG members are expected to actively engage with the work of the committee and must ensure they are able to devote enough time to ensure satisfactory discharge their duties. Members are strongly encouraged to liaise with the TSG Chair if there are professional or personal commitments or challenges which may affect their ability to contribute to the TSG as below.

Estimated time commitment for the Armed Forces lead role will be approximately 2-3 hours every two to four weeks on average. This may fluctuate based on launch of TSG projects and materials and external events and the Armed-Forces specific projects the Armed Forces lead would like to take forward within their role. We aim to provide a compassionate, flexible and supportive environment to help enable you in your role.

As part of this approach, we have introduced internal processes to best enable you in your role and to ensure the work of the TSG progresses as our trainee members need it to. We recognise that trainees often encounter unexpected issues which require their time and attention elsewhere and we are keen to provide an understanding and supportive environment as much as is feasible to do so.

You will be expected to communicate with the Chair as soon as possible (ideally prospectively) regarding any current or foreseeable issues which will significantly affect your ability to fulfil your role, outlining how this will affect your work and the projected length of time affected or time at which you will check in again with an update on your availability. You are not expected to provide detailed reasons of the issues affecting you, and confidentiality will be maintained at all points.



If you do not communicate with the Chair as above, and if you have not attended a TSG meeting, contributed to TSG work or discussions or demonstrated activity within your appointed role for three months, the Chair will contact you to check whether they can provide further support and better enable you within your role, whether there are temporary matters affecting your engagement and so on. This will be done in a sensitive, constructive way, discretely. If you do not respond to this communication in any form within one month, you will be regarded as having stepped down from your role.

Should you respond and be found to have had no exceptional reasons and continue to contribute to work within the remit of your role within the following three months, the Chair will contact you again. At this point, it will be clarified if any subsequent exceptional circumstances have occurred, and if not, you will be asked to step down from your role.

#### **8. Accountability framework**

TSG members (and their associated activities) are accountable to the TSG Chair, who in turn reports to FMLM's Senior Leadership Team (SLT) regularly, usually on a monthly to bimonthly basis.

Your behaviours and approach to your role should be in keeping with the FMLM Leadership and Management Standards and [Code of Conduct](#).

Formal publications, for example for peer reviewed publication or publication via the FMLM, will follow FMLM's internal procedure for ratification.

#### **9. Role specification**

If deemed necessary, amendments, modifications and variations of the role specification can be instigated through discussion and agreement between the relevant parties, usually the individual within the current role and the executive team.

#### **10. FMLM support**

On appointment to the role, the FMLM will provide a copy of the terms of reference and an appointment letter. An annual summary letter will be provided for evidence of the role and achievements, which can be displayed in your portfolio for ARCP reason, in addition to an end of role letter.

## TSG ARMED FORCES LEAD PERSONAL AND ROLE SPECIFICATION

PERSONAL SPECIFICATION FOR ALL TSG ROLES		
	Essential	Desirable
<b>Academic &amp; Professional</b>	<ul style="list-style-type: none"> <li>• Doctor in training within the Armed Forces in the UK</li> <li>• Member of FMLM</li> </ul>	<ul style="list-style-type: none"> <li>• Extra-curricular qualification in management/clinical leadership</li> <li>• Opportunities sought for experience in management/clinical leadership</li> </ul>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Good understanding of the aims and aspirations of the TSG and FMLM</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at FMLM/TSG events or relevant leadership and management events</li> </ul>
<b>Interests</b>	<ul style="list-style-type: none"> <li>• Demonstrates ongoing interest in leadership and management</li> </ul>	<ul style="list-style-type: none"> <li>• A track record of consistent involvement in management and leadership projects</li> <li>• A track record of consistent work within any leadership roles held in the past</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability work in a transparent, efficient, and accountable manner as a team player</li> <li>• Experience of actively participating in events, committees, activities, or projects</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of managing/leading teams at a local/regional/national level</li> </ul>
<b>Personal</b>	<ul style="list-style-type: none"> <li>• Excellent oral and written communication skills</li> <li>• Excellent ability to communicate and work within virtual teams</li> <li>• Evidence of being reliable, organised, and self-motivated, clearly demonstrating initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to think creatively and innovatively</li> <li>• To generate and positively contribute ideas, suggestions, and feedback</li> </ul>



	<ul style="list-style-type: none"> <li>• Fosters a culture of continuous improvement</li> <li>• Open to the perspectives of others and works well in a team</li> <li>• Responsive and proactive</li> <li>• Compassionate and demonstrates civility at all times</li> <li>• Able to commit sufficient time to discharge the duties of the role</li> </ul>	
<b>ROLE SPECIFICATION FOR ARMED FORCES LEAD</b>		
<b>Remit</b>	<p>Accountable to the Chair, the Armed Forces Lead is responsible for:</p> <ul style="list-style-type: none"> <li>• Representing the FMLM trainee members within the Armed Forces.</li> <li>• Regular engagement with TSG via conference calls and face to face meetings with the submission of progress updates prior to TSG meetings.</li> <li>• Contributing to TSG workstreams to deliver the TSG strategy.</li> <li>• Supporting the growth of the FMLM trainee member base within the Armed Forces</li> <li>• Liaising with their FMLM regional, IMG, Foundation Programme and Communication lead and Medical School Group (MSG) counterparts to achieve strong regional networks of engagement with FMLM goals.</li> <li>• Delivering at least one event per year for Armed Forces trainees (e.g. seminars, webinars, lectures, workshops etc.) and a further contribution or collaboration with another region/other lead or a national event.</li> <li>• Promoting FMLM’s values and vision to trainees within the Armed Forces.</li> </ul>	
<b>Eligibility</b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Ability to work well and communicate with others at all levels.</li> <li>• A track record of participation in project work, with emphasis on management and leadership remit.</li> </ul> <p><b>Desirable</b></p>	



	Experience of other leadership or representative roles in a regional or national setting.
--	---



## STATEMENT OF INCLUSIVITY

The TSG strives to ensure that equality, diversity, and inclusivity is embedded in all that we do, firmly believing that our collaborative efforts and activities are stronger and more innovative the more diverse and inclusive we are as a committee. It also ensures that we better reflect the views and needs of aspiring trainee leaders, as well as the patients we serve in our clinical roles.

To the TSG, diversity and inclusion is an essential aspect of our work. We are committed to progressing our vision through our TSG Equality, Diversity, and Inclusivity Strategy, and via the introduction of a values-based approach to recruitment. We also promote inclusive leadership through our various activities, for example, the TSG Leadership Commitment promotes access to leadership opportunities which incur no personal financial commitment or investment of non-working time, for all trainees. We also ran the first of our Inclusive Leadership Webinar in Winter 2021 with extremely positive feedback and have since appointed a dedicated Inclusivity Lead.

However, the TSG acknowledges that inclusivity and equity of opportunity can be highly individualised and personal in nature, so, how does this relate to the TSG recruitment process?

We are currently working towards providing alternative means to submit applications, and ways to minimise potential unconscious bias, such as unconscious bias training for members of the TSG.

After receiving your application, it will be blinded prior to being reviewed. We aim to interview as many applicants as we can and provide interview question themes in advance to assist with preparation. To aid recruitment planning we provisionally schedule interview dates in advance, but if these do not suit, we will try to re-organise to a more convenient date and time for candidates where possible.

For our current round of recruitment, we are also trialling means to enable applicants with protected characteristics to support diversity and inclusion. If you identify as having a protected characteristic, please feel able to approach the TSG for a discussion about the recruitment process prior to the application deadline or interview.

During the interview you may request a break (at any point) and for any question to be repeated, or the meaning of words or phrases clarified. If you require further adjustments to the interview



process, please inform us in advance and we will do our best to accommodate you. Any personal information discussed as part of the application or interview process will be kept confidential.

Everyone is welcome on the TSG. We look forward to receiving your applications and invite any feedback on how we can improve our recruitment and interview process further.