



Faculty of  
**Medical Leadership  
and Management**

## **FMLM Trainee Steering Group**

### **Leadership Commitment Lead Recruitment Pack**



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## ADVERTISEMENT

The Faculty of Medical Leadership and Management (FMLM) is offering the opportunity for trainee members to join the Trainee Steering Group (TSG). The TSG is a group responsible for representing the views and interests of trainee members within FMLM. The purpose of the TSG is to promote the values of FMLM to trainees and to provide strategic direction for medical leadership and management for its trainee members.

FMLM is currently inviting its trainee members to apply for the position of TSG Leadership Commitment lead. The role is a novel, yet important role within the TSG, involved in setting the strategy and steering future work to further the reach and impact of the TSG's Leadership Commitment, launched in 2020 - 2021. This role spans across the work and remit of the TSG, involving collaboration with many, and a balanced, synoptic approach to work. It can be taken on by a TSG member alongside another formal role within the Group, or the member can choose to step away from their prior role to concentrate on the Leadership Commitment lead role. The Leadership Commitment lead will also:

- Be encouraged and supported to promote and highlight the work of the TSG and FMLM, expanding the influence the TSG has regionally, nationally and internationally.
- Work collaboratively with the Chair and other TSG members and relevant FMLM staff members.
- Contribute to the overall direction of the TSG, ultimately representing trainee leadership and management on behalf of FMLM.

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), with FMLM membership at the time of application who are current appointed members of the TSG.

**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<sup>th</sup> December at 6pm**. Interviews may commence **at the point at which**



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**potentially appointable applicants have been received**, and so the application window may close before this date.



## 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. If no appointable candidates self-nominate internally, will be recruited externally
Deputy-chair (TSG executive member)	Two years	Internal application, appointed by ballot, TSG members as voting members. If no appointable candidates self-nominate internally, will be recruited externally
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. If no appointable candidates self-nominate internally, will be recruited externally
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 (usually in addition to Regional Lead role if recruited internally, sole role is recruited externally)	Two years	Self-nomination, internal vote. If no appointable candidates self-nominate internally, will be recruited externally
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> </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)



<ul style="list-style-type: none"> <li>• East of England</li> <li>• Three South of England members; South West, Central and South East</li> <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>X TSG/BMJ Leader Bookclub lead</p>	<p>Currently held as a standalone position, 2 years in duration. Can be held dually with another appointed role within the TSG in the future</p>	<p>In the future, competitive internal application, which can be converted to an external application (current eligible TSG members also eligible to apply through this process) at the Chair’s discretion.</p> <p>Application process coordinated by the General Secretary or the Chair/a deputy</p>





		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)
Leadership Commitment lead	2 years in duration. Can be held either dually with another appointed role within the TSG or as sole role within the TSG	Competitive internal application, which can be converted to an external application (current eligible TSG members also eligible to apply through this process) at the Chair's discretion.  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)
FMLM's National Medical Director's Clinical Fellow (non-appointed deputy chair)	1 year	Appointed by the FMLM, non-voting member. Key liaison between FMLM and the TSG.
Immediate Past Chair (non-voting, observer status)	Up to two years	Voluntary position offered to the immediate past Chair of the TSG. Accountable to the Chair. Expires by default at the point of two years following demitting from post, or upon the appointment of a next-but-one TSG Chair (and creation of a new immediate past TSG Chair). Post created solely to provide past contextual information and historical knowledge to current Group members relating to the TSG upon request. Invited to formal quarterly TSG meetings, email and message-based communications.



### **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. 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 time required for this role will vary based on the work of the TSG and FMLM at the time. This time commitment can be reviewed with the TSG Chair and, if necessary, the wider Group and FMLM staff members. There will be an understanding of major life events, personal and professional commitments by the Chair and FMLM staff – with as advanced notice as possible for any temporary alteration and reduction in capacity appreciated and expected where possible. The inclusive leadership lead role undertakes their duties alongside their regional or other externally-appointed lead role within the TSG. Therefore, the combined time required for their original role and the inclusive leadership role should be factored in.

With regards to time commitment for the inclusive leadership role, the appointed member can expect to attend the quarterly TSG meetings, and TSG development sessions. They can also expect to attend, by invitation occasional, one hour meetings with the chair and FMLM staff by prior agreement well in advance of the meeting date. There will also be informal meetings and communications regarding the work of the TSG and the FMLM between the Chair and inclusive leadership lead in between formal TSG meetings which will ordinarily take place during co-agreed



weekday evenings. Total time commitment on average should be 2 hours per two to four weeks but will depend on the work the inclusive lead wishes to take forward. A letter outlining the position the lead holds can be provided for those who require this in order to obtain professional leave or support from their training programme to attend meetings.

The same TSG process regarding reduced engagement within a role will apply. 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.

Whilst it is acknowledged that this is a voluntary role, and events may occur rapidly causing personal circumstances to swiftly change, it would be gratefully appreciated if individual/s holding this role provide at least three months noticed of an intended departure date from this role.

## **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 LEADERSHIP COMMITMENT 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 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> <li>• Sound understanding of the FMLM Leadership Standards and GMC's Generic Professional Capabilities framework</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at FMLM/TSG events or relevant leadership and management events</li> <li>• Knowledge of development of the Leadership Commitment</li> <li>• Knowledge relating to examples of (successful or unsuccessful) Leadership Commitment adoption</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> <li>• Experience of involvement of (successful or unsuccessful) project or initiative proposal and/or adoption locally at a departmental or organisational level</li> </ul>



		<ul style="list-style-type: none"> <li>• Experience of involvement in negotiation processes</li> <li>• Experience of evaluating projects / initiatives</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> <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>	<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>

**ROLE SPECIFICATION FOR INCLUSIVE LEADERSHIP LEAD ROLE**

<b>Remit</b>	<p>The TSG Leadership Commitment lead will:</p> <ul style="list-style-type: none"> <li>- Provide accountability to the TSG chair with regular progress updates on current work and proposed future plans</li> <li>- Help set the strategic approach to securing future adoption of the Leadership Commitment at a local, national and UK-wide level</li> <li>- Develop a toolkit and supporting guidance for TSG and non-TSG members to aid their approach to securing wider adoption of the Leadership Commitment at a local, regional or devolved nation level</li> <li>- Support TSG members, non-TSG trainees and senior leaders in their efforts to facilitate Leadership Commitment adoption and implementation at a local, regional or national level</li> </ul>
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	<ul style="list-style-type: none"><li>- Lead a review of the Leadership Commitment focusing on adoptability and adaptability to all training-based environments (such as secondary and primary care, community placements)</li><li>- Help set the strategic approach to evaluation of the impact of the Leadership Commitment both from trainee and employer-based perspectives</li><li>- Collaborate with the Chair and Communications lead regarding raising the profile of the Leadership Commitment on intra-FMLM, national and international levels</li><li>- Considers equality, diversity and inclusivity and proactively promotes incorporation of EDI within the Leadership Commitment</li><li>- Publicly promote the Leadership Commitment, highlighting the need for incorporation of the Commitment within other TSG workstreams collaborating with other TSG members to achieve this through, for instance TSG event planning and delivery, social media, in-person networking events and FMLM and external organisation conferences</li></ul>
<b>Eligibility</b>	<p>The candidate must demonstrate:</p> <ul style="list-style-type: none"><li>• Sound knowledge and understanding of, and enthusiasm for, the TSG’s Leadership Commitment</li><li>• Sound knowledge of the principles of strategic planning, change management and initiative evaluation</li><li>• Keeps up-to-date with the context to trainee leadership development opportunity availability and creation within the UK and internationally</li><li>• Ability to translate theory and principles to practice</li><li>• Innovative and creative thinking skills</li><li>• Strong verbal, non-verbal and written communication skills</li><li>• Excellent advocacy and influencing skills</li><li>• Ability to work effectively and compassionately both as a leader and a follower, demonstrating a collaborative approach at all times</li><li>• Commitment to collaborative, compassionate and accountable leadership and teamworking principles</li></ul>





- Ability to demonstrate strategic thinking, initiative and accountability
- Ability to self-motivate effectively and sustainably
- Ability to move fluidly and effectively between leader and follower roles
- Excellent ability to problem solve in a realistic and evidence-based way
- Excellent verbal, written and non-verbal communication skills
- Excellent time management and task prioritisation skills
- Sound knowledge and understanding of the work of the TSG and FMLM
- Sound knowledge and understanding of the context to junior doctor and wider medical leadership and management, and of the healthcare sector in general
- Understands and, ideally, has past experience of working within non-NHS organisations and/or at an organisational level within the NHS
- Strong skills in self-reflection and self-development



## 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.