

Information and Guidance for Applicants

Applying for FMLM Fellowship at all levels

This guidance should be read in conjunction with the [FMLM Leadership and management standards for medical professionals](#). For full eligibility please refer to the [FMLM Certification Policy](#).

Fellowship levels

FMLM Fellowship is available at three levels:

- **Senior Fellowship**
- **Fellowship**
- **Associate Fellowship**

How to select the right fellowship level

Each fellowship level is mapped to the domains of the FMLM standards so you should first consider the level of responsibility that you hold in your most senior or 'main' leadership role to ensure that you meet the eligibility requirement – see 'Ideal for' guidance below.

Referring closely to the FMLM standards, you should be able to comprehensively demonstrate:

- you have reached the required standards in medical leadership and management according to the relevant domains through your leadership experience and achievements; and
- are able to reflect on your values, practice and learning needs as a way of continuous development.

Members that are awarded Fellowship and Associate Fellowship are able, and encouraged to apply for the next/higher level of fellowship in the future as part of their long-term career and CPD plans.

To apply for the next/higher level, fellows will need to submit a new application, in line with the guidance in this document.

Senior Fellowship (SFFMLM)

In recognition of those members who are established medical leaders, with at least two years Board or system level experience. Applicants will be able to demonstrate their competence in all domains (self, team player/team leader, corporate responsibility and system leadership) of the Leadership and management standards for medical professionals.

Ideal for: Those who perform at board level and have made a significant contribution to leadership and management in the health sector, examples might include Chairs of commissioning groups, and Medical Directors of large hospital trusts etc.

Fellowship (FFMLM)

In recognition of those members who are medical leaders and effective leaders and managers of many teams or a very large team at an organisational level. Applicants will be able to demonstrate their competence in the first three domains (self, team player/team leader, and corporate responsibility) of the Leadership and management standards for medical professionals.

Ideal for: Those responsible for leading a number of teams, a department, functional area or medium sized business, examples might include department heads, leaders of federations of general practices, or the senior partner within a large practice.

Associate Fellowship (AFFMLM)

In recognition of those members who are effective medical leaders at a team level. Applicants will be able to demonstrate their competence in the first two domains (self and team player/team leader) of the Leadership and management standards for medical professionals (2nd edition) and progress towards the other two domains (corporate responsibility and system leadership).

Ideal for: Those with an expectation of at least two years' experience of leading a team(s) in formal or informal role, examples might include experienced trainees, consultants and GP partners etc.

Application evidence

Word limits

A word limit is indicated for each section of the form. The limit should allow applicants sufficient opportunity to give the level of detail the assessors will need to make a judgement. Applicants should make full use of this space to evidence how they meet the relevant requirements for an award.

Personal statement

This statement should describe what particular personal attributes and key achievements make you a strong candidate for fellowship.

Reflection on values

This reflective piece should explore your professional practice as a medical leader and manager. This is where the assessors can find evidence that you are working to the FMLM [Leadership and management standards for medical professionals \(2nd edition\)](#).

It is important that you are reflective and do not simply provide a description or statements. Reflection is a process in which you consider why you do something in a particular way and includes a rationale for your approach. You may find it useful to consider: *What are your core values as a medical leader and manager and how are these demonstrated in the examples? How do the examples show your approach, and how have the experiences affected your subsequent practice? What areas for further development have you identified and how do you plan to address these?* A

carefully chosen illustration that demonstrates how you have reflected upon your approach is very useful to the assessors.

Evidence of achievement of the Leadership and management standards for medical professionals

Achievement against the domains of the [Leadership and management standards for medical professionals \(2nd edition\)](#) will mean demonstrating:

- **Experience** in leadership and management, and positive impact.
- **Behaviours and capabilities** associated with effective leadership and management
- **Knowledge and insights** of leadership and management, and of improving health outcomes.
- Commitment to **continuing quality improvement**, and
- Commitment to your ongoing **personal and professional development** as a medical leader.

Note to awarded Associate Fellows and Fellows that are applying for fellowship at the next/higher level:

- To apply for the next/higher level, fellows will need to submit a new application, in line with the guidance in this document.
- The evidence and reflection provided in the application must demonstrate how you have developed and worked at the higher level in the intervening period between applications.
- Fellows should provide details of the full scope of practice and career history as previous assessment will not be taken into consideration.

Supporting information

Curriculum Vitae

You should submit an up-to-date Curriculum Vitae. Your CV should not exceed five pages.

360/Multi Source Feedback

You will need to demonstrate that you have undertaken a 360 exercise or sought feedback from multiple professional sources including your manager, colleagues, direct reports and stakeholders on your leadership and performance. This will be demonstrated in a 360-feedback report.

For all Doctors post-CCT: Applicants must undertake and submit a [FMLM 360](#) report.

The FMLM 360 tool has been designed specifically for doctors in leadership and management roles. It is available at four levels - team member, team leader, operational leader and strategic leader. Each level defines the qualities that organisations and the people they serve would expect from leaders operating within them and is underpinned by the Leadership and management standards for medical professionals.

For doctors in training and Dentists: FMLM accept all professional 360/multi-source feedback reports on the basis that the report includes sufficient review of your leadership and management role / behaviours / interactions. Your feedback report must not be more than three years old. Those undertaken more than three years ago will not be accepted.

Reports that focus primarily on the clinical aspects of your work will not be accepted as they do not provide assessors with sufficient leadership and management evidence. On this basis you will be asked to submit a [FMLM 360](#) report.

Appraisal

You will need to submit your most recent professional appraisal.

For all Doctors post-CCT: The preferred appraisal tool is the Medical Appraisal Guide (MAG) appraisal form. Should your employing organisation use an alternative format, please ensure that you send the appraisal output which must include a narrative summary of your appraisal. If the output does not provide a narrative summary, please submit your full appraisal report.

For doctors in training and Dentists: FMLM accept all professional appraisals for doctors in training and dentists. Please ensure that you send the appraisal output which must include a narrative summary of your appraisal. If the output does not provide a narrative summary, please submit your full appraisal report.

Appraisals must have been undertaken within the past 12 months and be complete and signed off. The report must clearly include the date of the appraiser and be in an official format – please do not copy and paste appraisal material into an unbranded/unofficial word document.

If there is an issue that is sensitive e.g., personal health information, please contact FMLM to arrange a call with a senior assessor prior to potentially redacting the sensitive content.

Referees

Your application must be supported by two senior leaders who are in a position to comment on your leadership and management achievements. At least one referee must be a doctor, registered and in good standing with the GMC; one of the two must be senior to you.

FMLM will contact your referees once you have submitted your application.

Applications can only be assessed once FMLM receive both completed references. FMLM will make two requests to each referee. If references are not received after the second request, you are required to submit an alternative referee.

Please ensure that you notify referees before submitting their names to ensure that they are aware that FMLM will approach them with this time sensitive request.

How to apply

Submitting an application

Applications must be made online through the FMLM application portal. To apply, please visit the [fellowship webpage](#) and click 'Apply here'.

You will be prompted to sign in on the FMLM website to access the portal using your registered email address and password.

You are able to save a draft of your application should you wish to complete it at another time. You can access your saved draft or submitted applications under 'My applications' through your profile on the FMLM website at the top of the page.

All application material, supportive evidence and non-refundable application fee must be submitted online. All documentation that is submitted to FMLM is stored securely on the FMLM server.

Post-application

The average timeline for processing applications from submission to outcome is 14 weeks. The timeline can be significantly affected if referees do not return references by the given deadline (see 'References' above).

Once both references are received, applications will be assessed on a quarterly basis by panels constituted of members of the FMLM Standards, Certification and Awards Committee. FMLM will notify candidates when an application is ready for assessment and will provide an indicative date for notice of outcome.

Contact us

For questions or if you would like to speak to a member of the FMLM team, please email fellowship@fmlm.ac.uk or call 020 30751471.

Alternatively, if you are thinking about applying for fellowship in the future and would like to discuss this with a FMLM Fellow senior to you, FMLM will arrange a one-to-one mentoring call.