Information and Guidance for applicants
Applying for FMLM Fellowship at all levels

This guidance should be read in conjunction with the Leadership and management standards for medical professionals (2nd edition). For full eligibility please refer to the FMLM Certification Policy.

Fellowship levels

To qualify for any level of fellowship, you should be able to demonstrate your competence against the appropriate domain(s) of the Leadership and management standards for medical professionals (2nd edition) as follows:

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.

This level is appropriate 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.

This level is appropriate 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).
This level is appropriate 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.

Applications should demonstrate:
- you have reached the required standards in medical leadership and management; and
- you are able to reflect on your values, practice and learning needs as a way of continuous development.

**Application evidence**

**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. The limit should allow applicants sufficient opportunity to give the level of detail the assessors will need to make a judgement.

**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 FMLM *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.
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.

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<th>For all Doctors post-CCT</th>
<th>Applicants must undertake and submit a FMLM 360 report.</th>
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<td>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.</td>
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<tr>
<th>For doctors in training and Dentists</th>
<th>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.</th>
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<td></td>
<td>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.</td>
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Appraisal

You will need to submit your most recent professional appraisal.

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<th>For all Doctors post-CCT</th>
<th>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.</th>
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<tr>
<td>For doctors in training and Dentists</td>
<td>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.</td>
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All appraisals should be complete and signed off by the appraiser. Appraisals must have been undertaken within the past 12 months. 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, FMLM can arrange for you to have a conversation 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. 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

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.

Next steps

The average timeline for processing applications is 14 weeks.

Stage one – Seeking references
- The timeline of processing applications can be significantly affected if referees do not return references by the given deadline. 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.

Stage two – Assessment
- Applications are assessed by panels constituted of members of the Standards, Certification and Awards Committee. Assessments are undertaken approximately four times a year.
- FMLM will notify candidates when an application is ready for assessment. FMLM aim to notify applicants of the outcome of an application within 30 days of the assessment date.

Please direct any questions to fellowship@fmlm.ac.uk or 020 30751471.