



Faculty of
**Medical Leadership
and Management**

FMLM Trainee Steering Group

International Leadership Trainee Lead Recruitment

Pack



CONTENTS

Advertisement	3
TSG application Form	5
Interview Structure	7
Terms of Reference for FMLM TSG	8
Personal and Role Specification for FMLM TSG International trainee lead	14
Statement of Inclusivity	19



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 International Leadership lead. The role is a novel, yet key role within the TSG, involved in establishing international trainee leadership networks for the TSG, highlighting the vision and work the TSG has for trainee leadership and setting the strategy for the Group's international work. Crucial to this role will be collaboration with TSG members and wider, international trainee leadership communities, bringing a balanced, synoptic approach to work undertaken. The International Leadership 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: Trainees (doctors in training) based outside the UK, who may or may not hold FMLM membership at the time of application but has the intention of joining upon appointment.

To Apply: Applications are made by returning the application form below to tsg@fmlm.ac.uk, copying in tsg.chair@fmlm.ac.uk by 31st December 2024. Interviews will 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.



APPLICATION FORM

Personal Details

Full name

FMLM number

Position applied for

Year of primary medical
qualification

Grade and speciality

County and place of
work

Expected completion of
training date

Email

Telephone number

Please answer the following questions:

Why are you interested in this role? (200 words)

What previous experience makes you suited to the role? (200 words)

Please tell us about a time where you have led change or service development: (200 words)



What attributes and skills do you have that make you suitable for this role? (200 words)

Please demonstrate how you hold these attributes and skills using examples (200 words)

What are your main priorities for this role with reference to the TSG's wider aims and vision? (200 words)

Please outline the work and approach you undertook in a previous role which align with the TSG's aims and vision with specific examples. (200 words)

Please outline how you would demonstrate your incorporation of the TSG's commitment to equality, diversity and inclusivity within this role and how you have done so within previous role/s (200 words)

Referee

Please provide the details of a referee; the referee may be contacted to aid decision making or to confirm details supplied in this application.

Applications are made by returning the application form to tsg@fmlm.ac.uk, copying in tsg.chair@fmlm.ac.uk

Thank you for taking the time to complete this application.

INTERVIEW STRUCTURE

Successful applicants will be invited to participate in a **short informal interview** at a time and date where the time is convenient for you as a candidate and the interview panel, and will take into account time zone differences. The interview will be conducted by 2-3 existing TSG members and will last around 20 minutes. The interview also then 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 UK-based 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 (TSG executive member)	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 Deputy 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 Deputy Chair, except if there is a conflict of interest)
Regional/devolved nation/other Lead(s) to include: <ul style="list-style-type: none"> • Armed Forces • Two Scotland members (South and North leads) • Two Wales members (North-West and South-East co-leads) • Northern Ireland • Three North of England members; North Central, North West, North East leads 	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 Deputy Chair, except if there is a conflict of interest)



<ul style="list-style-type: none"> • Midlands • East of England • Three South of England members; South West, Central and South East • London 		
<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 Deputy Chair, except if there is a conflict of interest)</p>
<p>International trainee leadership lead</p>	<p>Two years, externally recruited</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</p>



		least two members of the TSG (one of which will usually be the Chair or Deputy Chair, except if there is a conflict of interest)
X TSG/BMJ Leader Bookclub lead	Can be held either dually with another appointed role within the TSG or as sole role within the TSG	<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 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 Deputy Chair, except if there is a conflict of interest)</p>
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	<p>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 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 Deputy Chair, except if there is a conflict of interest)</p>
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.



<p>Immediate Past Chair (non-voting, observer status)</p>	<p>Up to two years or until subsequent Chair steps down</p>	<p>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.</p>
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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 CLF liaison officer and immediate past Chair.

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 addition, efforts will be made the schedule meetings to align with the international trainee leadership lead’s time zone but difficulties in attending every meeting will be acknowledged as reasonable. 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. In the event that the post of General Secretary is vacant, the deputy chair or another nominated TSG member will record minutes and actions.

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, national and international 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.
 - Potentially promoting trainee networking at FMLM’s annual in-person conference if this is feasible for the international lead to attend.
 - 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 whilst situated within the UK 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.

With regards to time commitment for the international trainee leadership role, the appointed member can expect to attend the quarterly TSG meetings, and TSG development sessions if time zone differences permit. They can also expect to attend, by invitation occasional, one hour meetings with the chair, FMLM staff and/or by prior agreement well in advance of the meeting date and at a time convenient with respect to time zone differences. There will also be informal meetings and communications regarding the work of the TSG and the FMLM between the Chair and international leadership trainee lead in between formal TSG meetings which will ordinarily take place during co-agreed weekday evenings. Total time commitment on average should be two hours per two to four weeks but will depend on the work the international trainee leadership 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.

For a non-executive role, 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 for your absence and continue to be unable to contribute to work within the remit of your role in 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.

For executive positions, reflecting the critical nature of these roles to the TSG, if no response has been received after one month has elapsed, and no notice of unexpected commitments or issues to account for this, the Chair (or in case of unresponsiveness from the Chair, the Deputy Chair) will approach the executive member as outlined above. If no response has been received within one month, you will be regarded as having stepped 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.

Please note that if you have received an offer of appointment but have not replied within three weeks (automatic replies applicable to the dates count as a response), the offer may be withdrawn unless exceptional circumstances are outlined (usually prospectively).

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 career file or portfolio for appraisal or equivalent reasons, in addition to an end of role letter.

TSG INTERNATIONAL TRAINEE LEADERSHIP LEAD PERSONAL AND ROLE SPECIFICATION

PERSONAL SPECIFICATION FOR ALL TSG ROLES		
	Essential	Desirable
Academic & Professional	<ul style="list-style-type: none"> • Doctor in training within the UK • Member of FMLM 	<ul style="list-style-type: none"> • Extra-curricular qualification in management/clinical leadership • Opportunities sought for experience in management/clinical leadership
Knowledge	<ul style="list-style-type: none"> • Good understanding of the aims and aspirations of the TSG and FMLM • Sound understanding of the FMLM Leadership Standards and GMC's Generic Professional Capabilities framework 	<ul style="list-style-type: none"> • Attendance at FMLM/TSG events or relevant leadership and management events • Knowledge of development of the Leadership Commitment • Knowledge relating to examples of (successful or unsuccessful) Leadership Commitment adoption
Interests	<ul style="list-style-type: none"> • Demonstrates ongoing interest in leadership and management 	<ul style="list-style-type: none"> • A track record of consistent involvement in management and leadership projects • A track record of consistent work within any leadership roles held in the past
Skills	<ul style="list-style-type: none"> • Ability work in a transparent, efficient, and accountable manner as a team player • Experience of actively participating in events, committees, activities, or projects 	<ul style="list-style-type: none"> • Experience of managing/leading teams at a local/regional/national level • Experience of involvement of (successful or unsuccessful) project or initiative proposal and/or adoption locally at a departmental or organisational level



		<ul style="list-style-type: none"> • Experience of involvement in negotiation processes • Experience of evaluating projects / initiatives
<p>Personal</p>	<ul style="list-style-type: none"> • Excellent oral and written communication skills • Excellent ability to communicate and work within virtual teams • Evidence of being reliable, organised, and self-motivated, clearly demonstrating initiative • Fosters a culture of continuous improvement • Open to the perspectives of others and works well in a team • Responsive and proactive • Compassionate and demonstrates civility at all times • Able to commit sufficient time to discharge the duties of the role 	<ul style="list-style-type: none"> • Ability to think creatively and innovatively • To generate and positively contribute ideas, suggestions, and feedback
<p>ROLE SPECIFICATION INTERNATIONAL TRAINEE LEADERSHIP LEAD ROLE</p>		
<p>Remit</p>	<p>The TSG international trainee lead will:</p> <ul style="list-style-type: none"> - Have an understanding of the context to trainee leadership in their nation and internationally - Provide accountability to the TSG chair with regular progress updates on current work and proposed future plans - Help set the strategic approach to raising awareness of the FMLM, the TSG, the value of trainee leadership and how to enable trainees within their nation and internationally - Consider developing a toolkit and supporting guidance for trainees and senior leaders to help widen access to developmental opportunities internationally 	



	<ul style="list-style-type: none">- Support internationally based TSG members, non-TSG trainees and senior leaders in their efforts to highlight the value of trainee leadership and increase provision of developmental opportunities- Collaborate with the Chair and Communications lead regarding raising the profile of the TSG and trainee leadership more widely on an international- Considers equality, diversity and inclusivity and proactively promotes incorporation of EDI within their work- Publicly promote international trainee leadership 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
Eligibility	<p>The candidate must demonstrate:</p> <ul style="list-style-type: none">• Sound knowledge and understanding of, and enthusiasm for, the TSG, the Group’s mission statement and objectives• Sound knowledge of the principles of strategic planning, change management and initiative evaluation• Keeps up-to-date with the context to trainee leadership development within the UK and especially, internationally• Ability to translate theory and principles to practice• Innovative and creative thinking skills• Strong verbal, non-verbal and written communication skills• Excellent advocacy and influencing skills• Ability to work effectively and compassionately both as a leader and a follower, demonstrating a collaborative approach at all times• Commitment to collaborative, compassionate and accountable leadership and teamworking principles• 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 in their nation and internationally
- Understands and, ideally, has past experience of working within non-state run (e.g. privately funded) organisations (if applicable) and/or at an organisational level within state-run or private healthcare within their nation or another country internationally
- 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.