

Academic or Research Portfolio applications

This guidance is to help doctors who are applying for entry onto the Specialist Register via the Academic or Research Portfolio pathway. You will also need to refer to the [CCT curricula](#) for the specialty most closely related to the field in which you intend to apply.

Can I get advice before I submit my application?

You can [contact us](#) and ask to speak to the Specialist Applications Team for advice before you apply. You might also wish to contact the Royal College or Faculty with responsibility for the specialty most closely related to the field in which you intend to apply.

Definition of a likely candidate:

To apply for specialist registration via A or R route you will need to show you are at least a nationally renowned leader within your field, and at least known internationally within your specialist area. You will also need to demonstrate you have clinical skill consistent with practice as a consultant in any of the UK health services, in the field in which you are applying.

Usually, this will be a narrow specialty field. As a guide to the standards you will need to meet, you should use the clinical competencies detailed for your narrow specialty in the most closely related CCT curricula.

How is this guidance structured?

This guidance is divided into two parts. The first provides guidance on the evidence you might provide for the academic or research element of your application. The second provides guidance on the evidence you might provide for the clinical element of your application.

Submitting your evidence

Do not submit original documents.

All your copies, other than qualifications you're getting authenticated **must** be accompanied by a proforma signed by the person who is attesting to the validity and accuracy of your evidence (your verifier). It's very important that you read an explanation of how to do this in our [important notice about evidence](#).

You will also need to submit translations of any documents that are not in English. Please ensure the translations you submit meet our [translation requirements](#).

How much evidence to submit

This guidance on documents to supply is not exhaustive and you may have alternative evidence. We recognise that you may not have all the evidence listed here and you may wish to delay submitting an application until you are able to gather it.

Your evidence **must** cover the knowledge, skills and qualifications to demonstrate the required competencies for your particular specialty area. If you cannot provide evidence to show you have the knowledge and skill consistent with practice as a consultant in any of the UK health services, then your application may fail.

If you have a piece of evidence that is relevant to more than one domain, do not include multiple copies in your bundle. Instead, include one copy and list it in your evidence list under each relevant area, stating that the document is located elsewhere. (For example you might state: “document included in teaching and training section”.)

You will also need to provide a copy of an up to date CV. Guidance on producing a CV for an Academic or Research application is available [here](#).

Academic or research skills

It will help us to deal with your application more quickly if you make sure that you only send us evidence that is directly relevant.

Evidence that is more than five years old will be given less weight than more recent evidence, so you may not need to include it.

In terms of the evidence of academic skills you provide, the types of evidence are divided into four different categories.

You cannot compensate for shortfalls in your evidence of training and experience in a particular area by providing extra evidence in other areas.

Research governance

Your application must include evidence to demonstrate that you meet the following criteria:

- Your expertise gained through research has a clear relevance to the assessment and management of patients, or in the prevention of disease.
- You bear day-to-day responsibility for the conduct of human research. This includes ensuring it is compliant with the requirements of [Good medical practice](#) (GMP)
- You are aware of legal and ethical duties in ensuring confidentiality of personal information including the dignity, rights, safety and wellbeing of participants
- All your research studies have appropriate arrangements for obtaining consent, and your ethical review process should pay particular attention to those arrangements.

Failure or adverse reaction reports

Please provide copies of failure or adverse reaction reports.

These should be completed and accurate and show compliance with established protocol.

Research protocol information	<p>Evidence may include:</p> <ul style="list-style-type: none"> • Complete and accurate records of research projects. • Evidence of secure storage of relevant documentation. • If your research involves patients, service users, care professionals or volunteers, (or their organs, tissue or data) provide evidence of independent review with regards to maintaining ethical standards. • You should provide assessments of risks and benefits of your research. You should include evidence of articulation of any risk to the relevant ethics committee and to participants. Please also provide evidence of whether there are arrangements for compensation in the event of non-negligent harm.
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Peer reviewed publications

Your application must include evidence to demonstrate that you meet the following criteria:

- You are a fully trained and independent lead research worker, who has conceived and generated your own research. Your published work must show that the bulk of the research is primarily your own endeavour.
- You have had research published in high-impact, peer-reviewed journals. These will be of high impact generally, or in the field of your research. These will be sufficient to demonstrate that you have significant national/international reputation in the relevant field.
- You have examples of publications which have been the subject of peer review.
- Your work will have had sufficient impact to be known to doctors practising outside your narrow field of interest but within the same general area.

A significant part of your research experience must be current or recent. Your evidence will demonstrate that you are up to date in research methodology and have maintained appropriate levels of competence in your chosen field.

Evidence of peer reviewed papers in high quality peer reviewed journals	<p>Evidence may include:</p> <ul style="list-style-type: none"> • Papers published in journals, books or periodicals. More weight will be given to publications which name you as first author, or where the journal has a
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	<p>high impact factor. At least 50% of publications submitted should name you as first or last author.</p> <ul style="list-style-type: none"> • Evidence of publications on aspects of medical education in a high impact medical journal or one recognised as a leader within medical education research. • Examples of completed projects in the field of medical education for which competitive grants have been awarded and peer reviewed project reports are available. • You should submit full copies of the papers, publications and projects, and not just summaries or abstracts.
<p>Invitations to present research</p>	<p>Evidence may include:</p> <ul style="list-style-type: none"> • Invitations to present your work, often as an invited lecturer, at scientific meetings. • Copies of the presentations you delivered at these meetings. • Feedback from presentations or meeting agendas or programmes that show your participation. <p>The following evidence may be given more weight:</p> <ul style="list-style-type: none"> • Evidence of invitations from academic societies as compared to invitations from industry sponsors • Invitations to well-known or international meetings.

Grants, funding, contract values or donations of equipment

Your application should include evidence to demonstrate that you meet the following criteria:

- You have received support in the form of grants, funding or donations from competitive funding agencies in recognition of the significance of your research.
- More weight will be placed on grants from competitive national or international research funding agencies.
- Investigator initiated trial grant awards from the pharmaceutical industry would also form an important part of evidence submitted.

Confirmation letters

- Please provide evidence confirming the award of grants, funding, contract values or donations of equipment.

Proof of awards

- Please submit evidence demonstrating that you have won research grants.
- Evidence should also be provided showing the scope of the grant awarding body.
- Please provide a summary of milestones linked to the award and any progress reports completed.
- Examples of publications arising from the funded study.

Examples of grants awarded might include:

- A National Clinician Scientist award
- An EU research grant such as an FP or IMI award
- A grant from a national, disease specific charity.

Investigator initiated trial grant awards from the pharmaceutical industry would also form an important part of evidence submitted.

Review of academic or research work

Your application must include evidence to demonstrate that you meet the following criteria:

- Your work has been assessed by external reviewers who are in a position to give an expert opinion on your publications.
- You have responded to feedback and input from relevant experts in your field.

Reports from external reviewers	Please provide evidence to show that you have received feedback on your research from experts in the relevant field. This might include reports, emails and rewrites based on their input.
Evidence of appraisals and assessments	Please provide copies of assessments and appraisals.
Proof of submission to reviewers	Evidence may include sent or confirmation emails showing your research has been sent for review by experts in the relevant field who are able to offer independent advice on its quality. The level of peer review should be commensurate with the scale of the research.

Clinical skills

In addition to the knowledge or experience in academic or research work outlined above, you should also have clinical skill consistent with practice as a consultant in any of the UK health services, in the field in which you are applying. Your evidence must demonstrate the knowledge and skills to properly consider associated medical conditions.

Anonymising your evidence

It is important that you anonymise your evidence before you submit it to us. You must remove:

- All patient identifying details
- Details of patients' relatives
- Details of colleagues that you have assessed, written a reference for, or who have been involved in a complaint you have submitted.

This includes:

- Names (first and last)
- Addresses
- Contact details such as phone numbers or email addresses
- NHS numbers
- Other individual patient numbers
- GMC numbers

The following details don't need to be anonymised:

- Gender
- Date of birth

It is your responsibility to make sure that your evidence has been anonymised. Evidence which has not been anonymised will be returned to you. More information can be found on our [website](#).

Qualifications

Primary medical qualification (PMQ)	<p>If you hold full registration with us, you do not need to submit your PMQ as we saw it when we assessed your application for registration.</p> <p>If you do not hold registration, you will need to have your primary medical qualification independently verified before we can grant you full registration with a licence to practise.</p> <p>You can find out more about primary source verification on our website.</p> <p>You only need to get your primary medical qualification verified by ECFMG, a division of Intealth. The rest of your evidence should be verified in line with our guidance.</p>
Specialist medical qualification(s)	<p>Please provide an authenticated copy of any specialist medical qualifications you hold. For College examinations the College may confirm details of any examinations you have undertaken.</p> <p>Applicants via the Academic or Research route will usually hold a relevant postgraduate degree such as an MD or PhD. Please provide an authenticated copy.</p> <p>There are no qualifications from outside Europe that enable automatic entry to the Specialist Register in any specialty. An evaluation is made based on an applicant's whole career and therefore two applicants with the same qualifications but different training and/or experience may not receive the same decision.</p> <p>Please list unsuccessful attempts at examinations (where you have not subsequently been successful) in the application form.</p>

Curriculum or syllabus (if undertaken outside the UK)	<p>Please provide a copy of any curriculum or syllabus followed during training.</p> <p>This should include the requirements of the qualification and must relate to the specialty in which you are applying. The curriculum or syllabus (including assessment methods) must be the one that was in place when you undertook your training.</p> <p>If a formal curriculum or syllabus (including assessment methods) is not available please provide a letter from the awarding body outlining the content of the training programme or examination.</p> <p>For qualifications, we will look to evaluate:</p> <ul style="list-style-type: none"> • where the curriculum covers areas of the specialty in which you are applying • the complexity of the work undertaken • how examinations are evaluated or quality assured (external assessment).
Specialist registration outside the UK	Please provide an authenticated copy of details of the registration requirements of that authority. This should demonstrate what is expected of a registrant by that authority and how your application for registration was evaluated.
Honours and prizes	Please provide copies of certificates or letters showing what the prize or honour was for, including the selection and eligibility criteria and pool of eligible individuals.
Other relevant qualifications and certificates	<p>Please provide authenticated copies of certificates.</p> <p>For example: degrees or diplomas in relevant areas such as management, business, IT, communication, education or law.</p>

Assessments and appraisals

Appraisals and assessments	<p>Please provide copies of the evidence required in this area.</p> <p>For non-training posts you should provide evidence of on-going evaluation of your performance. This may take the format of formal appraisals by the department head or line manager (clinical director, medical director, professor).</p> <p>In the UK, a revalidation or appraisal portfolio would be appropriate (if it is completed retrospectively less weight will be given to the information provided).</p> <p>Alternative evidence may include letters (written at the time) commenting on your performance. In addition where no formal appraisal or assessment forms are available you must provide information on the method of career review or progression.</p> <p>Many of these tools are available for those not in training to use.</p>
RITAs, ARCPs and training assessments	<p>Formal records of assessment have been in place in the UK since 1996 (for posts of Registrar, Specialist Registrar, and Specialty Registrar). If you have undertaken training in the UK in these grades you should provide a copy of your formal records. In addition if you held any of these approved training posts (except locum posts), please provide evidence of your training number.</p> <p>If you have undertaken training outside the UK you must provide evidence of formal periodic assessment during your training. This evidence must have been completed at the time the training was undertaken (if it is completed retrospectively less weight will be given to the information provided). If you do not supply formal assessment documents, you must provide the curriculum to demonstrate how you were assessed. A detailed letter of verification from an educational supervisor would satisfy this requirement.</p> <p>If that training was recognised by relevant authorities outside the UK please provide evidence and recognition standards.</p> <p>If areas for development were highlighted please provide evidence to demonstrate that you have subsequently addressed them There are many different forms of assessment which form part of the CCT curriculum. Many of these tools are available for those not in training to use.</p>
360° and multi-source feedback	<p>You may wish to supply evidence of feedback from colleagues of all levels (peers, nursing, auxiliary staff, patients, management) completed at the time and may be in the format of letters, references for posts applied for etc.</p>
Awards and discretionary points letters	<p>You must provide copies of certificates and letters.</p>

<p>Personal development plans (PDP)</p>	<p>For details of what to include please see NHS appraisal information.</p> <p>You must also provide evidence of review of your PDP at appraisal. PDPs normally form part of your annual appraisal system and you should submit them with appraisal documentation.</p>
<p>Participation in assessment, appraisal and appointments process</p>	<p>You could demonstrate this in a number of ways including:</p> <ul style="list-style-type: none"> • invitations to appraisals or assessments • minutes or other records of attendance. <p>These could provide evidence of:</p> <ul style="list-style-type: none"> • attendance at appraisal or assessment courses • participation in Deanery ARCP and RITA processes • participation in the appointments process for medical colleagues • involvement in interview panels and interview appointment related courses • involvement in workplace based assessments (as assessor) <p>All of the above must be anonymised (with respect to individual appraisee information).</p>

Logbooks, records of daily clinical practice and portfolios

The evidence you supply here **must** demonstrate that you have achieved **all** the requirements and competencies consistent with practice as a consultant in any of the UK health services in your chosen specialty.

You will also need to provide evidence that your current specialised practice allows you to meet all of the requirements of [Good medical practice](#).

Logbooks	<p>If your role requires you to perform procedures you should provide evidence of this. Photocopies of operating lists and theatre record books are not satisfactory evidence of procedures. If you did not complete a logbook at the time you undertook the procedures, you should create a logbook from the information you have. It should contain the following information:</p> <ul style="list-style-type: none">• only procedures that you were personally involved in• age and gender• date of the procedure• full name of the procedure• your role in the procedure (assisted, performed personally, performed under direct supervision of someone more senior, supervised a junior)• any critical incidents• name of the hospital or clinic where procedure was performed• outcomes data. <p>It is important that these cover the full range of the knowledge and skills consistent with practice of a consultant in your chosen specialty. This may mean that you have to go back further than 5 years.</p> <p>All evidence in this area must be anonymised for individual patient data.</p>
Consolidation, cumulative data sheets, summary lists and annual caseload statistics	<p>You should provide a summary of the total numbers for the various procedures listed in the logbook. This should be completed annually and include your role in the procedure.</p> <p>It is important that the logbooks cover the full range of the competencies and procedures consistent with practice of a consultant in your chosen specialty, This may mean that you have to go back further than five years.</p> <p>All evidence in this area must be anonymised for individual patient data.</p>

<p>Medical reports</p>	<p>You should provide examples across the breadth of your practice following the Academy of Medical Royal Colleges and NHS agreed format:</p> <p>Standards for the clinical structure and content of patient records</p> <p>You can use these to demonstrate:</p> <ul style="list-style-type: none"> • your involvement or role in cases • the types and complexity of cases you are involved in • your handling of patient paperwork • your respect and protection of confidential information • triangulation with logbook information <p>All evidence in this area must be anonymised for individual patient data.</p>
<p>Case histories</p>	<p>Any case histories that you provide should include:</p> <ul style="list-style-type: none"> • dates • diagnosis • nature of your involvement in the management of the case • which curriculum competencies were involved. <p>You can use these to demonstrate:</p> <ul style="list-style-type: none"> • your involvement or role in cases • the types and complexity of cases you are involved in • your handling of patient paperwork • your respect and protection of confidential information • triangulation with logbook information. <p>All evidence in this area must be anonymised for individual patient data.</p>

<p>Referral letters discussing patient handling</p>	<p>If you are involved in treating patients, please provide a variety of copies of letters to cover all aspects of your work and to demonstrate the breadth of your practice. This may include examples of letters:</p> <ul style="list-style-type: none"> • requesting a second opinion • advising clinical colleagues or answering particular questions regarding patient management • from clinical colleagues regarding applicants involvement in patient management. <p>You can use these to demonstrate:</p> <ul style="list-style-type: none"> • your involvement or role in cases • the types and complexity of cases you are involved in • your relationship with your colleagues in other disciplines • your handling of patient paperwork • your recognition of the limits of your professional competence • your respect and protection of confidential information. <p>All evidence in this area must be anonymised for individual patient data.</p>
<p>Patient lists</p>	<p>If you are involved in seeing patients, you may wish to include copies of patient lists. You can use these to demonstrate:</p> <ul style="list-style-type: none"> • your involvement or role in cases • the types and complexity of cases you are involved in • your participation in teaching and training (where you are supervising a junior colleague) • the volume of cases you undertake • triangulation with rota, timetable and job plan information • triangulation with logbook information. <p>All evidence in this area must be anonymised for individual patient data.</p>

<p>Departmental (or trust) workload statistics and annual caseload statistics</p>	<p>You can use these to demonstrate:</p> <ul style="list-style-type: none"> • the size of the hospital in which you work • the volume of work undertaken within your trust and the percentage that you undertake • the range of work that you undertake and that is undertaken within your trust • triangulation with logbook information
<p>Rotas, timetables and job plans</p>	<p>Where you have undertaken a number of roles provide details for each post or role. You can use these documents to demonstrate:</p> <ul style="list-style-type: none"> • details of clinical and non-clinical duties you undertake • any on-call commitment • your participation in meetings and teaching • triangulation with logbook information.
<p>Courses relevant to specialty</p>	
<p>Portfolios (electronic or revalidation)</p>	<p>Do not submit your whole portfolio. You need to separate the evidence in it and submit that under the correct headings as set out in this guidance.</p>

Details of posts and duties (including both training and experience posts)

Employment letters and contracts of employment	The information in these letters and contracts must match your CV. They will confirm the following: <ul style="list-style-type: none">• dates you were in post• post title, grade, training• type of employment: permanent, fixed term, or part time (including percentage of whole time equivalent)
Job descriptions	These must match the information in your CV. They will confirm the following: <ul style="list-style-type: none">• your position within the structure of your department• your post title• your clinical and non-clinical commitment• your involvement in teaching or training.
Job plans	Where you have undertaken a number of roles, provide details for each post or role. You can use these documents to demonstrate: <ul style="list-style-type: none">• the main duties and responsibilities of the post• your out of hours responsibilities, including rota commitments• that you have covered for colleagues' periods of leave• any professional supervision and management of junior medical staff that you have undertaken• your responsibilities for carrying out teaching, examination and accreditation duties• your contribution to postgraduate and continuing medical education activity, locally and nationally• any responsibilities you had that relate to a special interest• requirements to participate in medical audit and in continuing medical education• your involvement in research• your managerial, including budgetary, responsibilities where appropriate• your participation in administration and management duties.

CPD and CME

<p>CPD record certificates, certificates of attendance, workshops and at local, national and international meetings or conferences</p>	<p>You should provide a variety of these to cover all aspects of your work and to demonstrate the breadth of your practice. Where you have specialised the provision of CPD records covering the other aspects of the relevant curriculum is important to demonstrate the maintenance of your skills.</p> <p>Please provide details of the events you have attended describing the content. Support this with documentary evidence of your attendance (CPD certificates etc).</p>
<p>CPD registration points from UK Medical Royal College (or equivalent body overseas)</p>	<p>Please provide evidence of registration within a formal system. Royal Colleges or Faculties may confirm attainment of their requirements.</p>
<p>Membership of professional bodies and organisations</p>	<p>List the following for your current membership of professional bodies and organisations. Provide documentary evidence showing membership information:</p> <ul style="list-style-type: none">• organisation name• date of joining• status of membership (member, associate etc)• how membership is achieved (evaluation, examination, is membership restricted or open to all?)

Teaching and training

Teaching timetables	<p>Where you have undertaken a number of roles provide details for each post or role, indicate the level of the teaching.</p> <p>Where teaching is not formal (timetabled) indicate how you participate in teaching.</p>
Lectures	<p>Please include evidence showing the audience and topics covered, such as posters advertising event, educational timetable from trust education centre, letter from education centre indicating your involvement in specialty trainee formal education programme.</p> <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none"> • the types and complexity of cases you are involved in • triangulation with logbook information • continuing professional development • teaching and training • communication skills.
Feedback or evaluation forms from those taught	<p>Please provide copies of feedback from teaching events you have participated in.</p> <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none"> • the types and complexity of cases you are involved in • triangulation with logbook information • continuing professional development • teaching and training • leadership • relationships with colleagues • communication skills. <p>All evidence in this area must be anonymised for individual patient data.</p>
Letters from colleagues	<p>You can use copies of letters from colleagues to demonstrate similar information to feedback forms (see above).</p> <p>All evidence in this area must be anonymised for individual patient data.</p>

Attendance at teaching or appraisal courses	Please provide documentary evidence that you attended the courses and including whether they were generic or aimed at medical professionals.
Participation in assessment or appraisal and appointments processes	<p>You may provide the following types of evidence to support this area:</p> <ul style="list-style-type: none"> • copies of invitations to appraisals or assessments including attendance at appraisal/assessment courses • evidence of participation in the ARCP or RITA processes • evidence of participation in appointments for trainees (including invitations to participate and interview panel information, including attendance at interview and appointment related courses). <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none"> • contribution to postgraduate and continuing medical education activity, locally and nationally • any responsibilities which relate to a special interest • participation in administration, management duties • participation in teaching and training • communication, partnership and teamwork • relationships with colleagues (including giving feedback) • leadership.

Participation in audit, service improvement

Audits undertaken by applicant

You should provide evidence of the five stages of the audit process:

1. Definition of criteria and standards
2. Data collection
3. Assessment of performance against criteria and standards
4. Identification of changes (alterations to practice)
5. Re-evaluation - where a change in practice is identified or necessary.

Evidence you could supply includes:

- audit reports (collections of data alone are not considered as a full clinical audit)
- publications
- submissions to ethics committee (not satisfactory alone)
- presentations of audit work (see above for details required for presentations)
- letter from audit or clinical governance lead confirming participation in audit or governance activities
- guidelines produced to reflect lessons learned within audit
- notes from self-reflective diaries.

You can use these documents to demonstrate:

- the types and complexity of cases you are involved in
- triangulation with logbook information continuing professional development
- communication, partnership and teamwork
- relationships with colleagues, patients
- leadership
- multi-disciplinary working.

<p>Reflective diaries</p>	<p>You can use this document to demonstrate:</p> <ul style="list-style-type: none"> • triangulation with logbooks • relationships with colleagues • your recognition of the limits of your professional competence • handling of critical incidents or complaints • how you have changed your practice in the light of experiences (part of audit). <p>As this evidence is self-produced for its content to be given weight it must be supported or triangulated by other evidence.</p>
<p>Service Improvement and clinical governance meetings</p>	<p>This area could be demonstrated in a number of ways including:</p> <ul style="list-style-type: none"> • invitations to attend meetings • minutes of meetings demonstrating your attendance and participation in the meeting. <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none"> • communication, partnership and teamwork • relationships with colleagues • leadership • multi-disciplinary working • participation in audit or clinical governance. <p>All evidence in this area must be anonymised for individual patient data.</p>

Safety

Health and safety	<p>Please provide evidence to support awareness and following Health and Safety requirements. This can be demonstrated by:</p> <ul style="list-style-type: none">• declaration of health on your application form• attendance at appropriate course• involvement in infection control (membership of committees etc)• logbook information on infections• audit on infections and subsequent changes in activity.
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Communication

Colleagues	<p>Please provide evidence to support your communication with colleagues, both within your immediate team and the wider team (including non-clinical).</p> <p>This can be demonstrated by:</p> <ul style="list-style-type: none">• letters from colleagues (examples of shared cases or “To whom it may concern letters” or testimonials)• letters of correspondence between you and your colleagues, demonstrating collaboration over management of patient care across multidisciplinary teams• management – including organising staff rotas• copies of appraisals or references written for colleagues (these must be anonymised with relation to colleague data). <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none">• communication, partnership and teamwork• relationships with colleagues• leadership• multi-disciplinary working• participation in directorate and management meetings• honesty and objectivity.
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Patients

Where your role involves interaction with patients, please provide evidence to show that you communicate effectively.

This area could be demonstrated in a number of ways including:

- thank you letters and cards from patients
- letters from colleagues (examples of cases shared or “To whom it may concern letters” / testimonials)
- complaints and responses to complaints.

This may include complaints received against your department or a colleague where you have been involved in the resolution. This is to demonstrate how you handle complaints. Having a complaint made against you will not adversely influence your application. **You must anonymise colleague information from this evidence.**

- 360° feedback.

You can use these documents to demonstrate:

- Communication
- relationships with patients
- honesty and integrity
- protecting patient confidentiality.

All evidence in this area must be **anonymised** for individual patient data.

Partnership and teamwork

Working in multidisciplinary teams	<p>This area could be demonstrated in a number of ways including:</p> <ul style="list-style-type: none">• invitations to attend meetings• minutes of meetings demonstrating your attendance and participation in the meeting• job plans which indicate this as a duty• appraisals which include this information. <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none">• communication, partnership and teamwork• relationships with colleagues• leadership• multi-disciplinary working. <p>All evidence in this area must be anonymised for individual patient data.</p>
Management and leadership experience	<p>This area could be demonstrated in a number of ways including:</p> <ul style="list-style-type: none">• invitations to attend meetings• minutes of meetings demonstrating your attendance and participation in the meeting• job plans which indicate this as a duty• appraisals which include this information. <p>You can use these documents to demonstrate:</p> <ul style="list-style-type: none">• communication, partnership and teamwork• relationships with colleagues• leadership• management skills. <p>All evidence in this area must be anonymised for individual patient data.</p>

Chairing meetings and leading projects

This area could be demonstrated in a number of ways including:

- invitations to attend meetings
- minutes of meetings demonstrating your attendance and participation in the meeting
- job plans which indicate this as a duty
- appraisals which include this information
- project reports
- letters from colleagues
- publications or presentations.

You can use these documents to demonstrate:

- communication, partnership and teamwork
- relationships with colleagues
- leadership
- multi-disciplinary working
- participation in directorate and management meetings
- continuing professional development.

All evidence in this area **must be anonymised** for individual patient data.

Acting with honesty and integrity

Honesty and integrity	You can demonstrate this with: <ul style="list-style-type: none">• the declarations on your application form• statements from your referees• appraisal forms• having no restrictions on your registration (UK based doctors)• Certificate of Good Standing (overseas based doctors).
Equality and human rights (including disability, human rights, race, religion and ethnicity awareness and equal opportunities)	You can demonstrate this with: <ul style="list-style-type: none">• evidence of attendance at relevant courses (please provide details of course content)• feedback from patients and colleagues• statements from your referees• testimonials.
Data protection	You can demonstrate this with: <ul style="list-style-type: none">• attendance at relevant courses (please provide details of course content)• feedback from patients and colleagues• your application and evidence being appropriately anonymised.

Relationships with patients

Testimonials and letters from colleagues	You may include "To whom it may concern letters".
Thank you letters, cards from colleagues and patients	All evidence in this area must be anonymised for individual patient data.
Complaints and responses to complaints	Thank you letters, cards from colleagues and patients Please ensure that these are anonymised (for individual patient data).