

Career Planning for Foundation Doctors Workbook

Session 4: Next Steps

July 2019

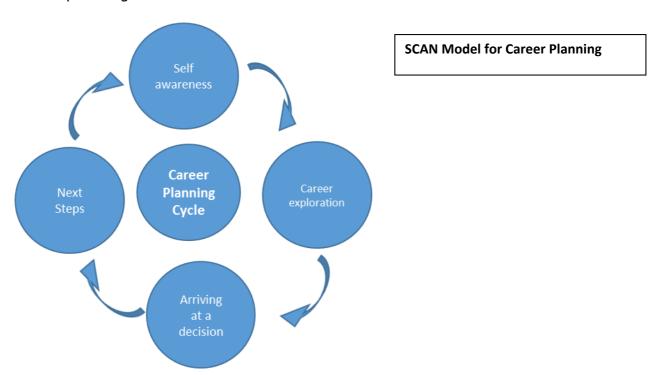


Introduction

This workbook has been designed specifically with the career planning needs of this particular group and is one of a series of learning materials being produced for a range of healthcare professions, produced by the Careers Team for Health Education England - London and South East (LaSE).

Career Planning Model

The Career Planning e-module introduces the trainee to the tried and tested **SCAN** model enabling them to follow a systematic process for making and actioning their career decision. This model follows four consecutive stages which form a cycle of career planning.



There is a section of the workbook to represent each of the following stages of the SCAN model and each section of the workbook should be used in tandem with the relevant section of the e-module.



Self-Awareness- What type of clinician do I want to be? This includes a thorough examination of your individual values, priorities, interests, personal qualities, skills, preferred style, potential stressors, and how they relate to your work as a clinician.

Career Exploration – What options are available to me? This includes an introduction to approaches to gaining insights into the variety and number of options open to you at different stages of your clinical career.

Arriving at a Decision – Which is the best choice for me? This includes an introduction to a range of decision making strategies and a reflection on your experiences of making decisions in the past. You can choose from a range of exercises to help you consider your options in the light of what you learned through self-assessment and career exploration.

Next Steps – When and What do I have to do to achieve my career goal?Once you have completed the three previous stages you may be ready to take the next steps towards achieving your goal. You will be introduced to a method of developing a SMART action plan as well as advice and links to a range of resources – to help optimise your success at achieving the next step in your career.

This is a cyclical process which it is recommended to follow every time you reach a career transition. At each stage you may find that your priorities change and your skills have changed or advanced so it is always advisable to work through all four stages every time you have a career decision to be made. The assumption is made in this workbook that you will have worked through the previous stages first and for this reason links between the sections will be referred to.

Session 4: Next Steps

This stage will enable you set major goals and interim goals, including applying for specialty and planning a gap year. By the end of this stage you will have had the opportunity to produce the documents to support applications and interviews.

The assumption is made that you have worked through the previous stages:

- Self-awareness
- Career Exploration
- Arriving at your Decision

You should, therefore have made your decision and be ready to take the next steps.



Setting goals

Whether the goal you identified in **Arriving at your decision'** was to:

- apply to your chosen specialty or specialties;
- explore the clinical options for working and volunteering abroad;
- apply for a clinical related course
- · apply for a clinical, teaching or leadership fellowship;
- consider other opportunities outside of clinical practice.

the following exercises will help you plan how the NEXT STEPs to help you achieve these goals.

Setting your Goals - Step 1

To help you set these goals it is a good idea to set out what your future career pathway might look like. One way you can do this is to construct your own **future lifeline**. This will help you highlight your goal which can be scheduled for a date, a few months, a few years or even much further ahead and then identify the steps you need to take to reach that goal. Be careful of setting a goal too far ahead as the landscape can change in the meantime and you need to be flexible enough to respond to these changes and to take advantage of the opportunities which result.

Constructing YOUR future lifeline

- With a large sheet of paper in landscape form draw a line from left to right about half way down the page
- On the left hand end of this line mark today's date; on the right hand end of the line mark the time you have identified in the future for your goal.
- Working back from that goal mark the stages that you will have had to achieve in order to reach that goal. For example, if you had set yourself the goal of becoming a specialty consultant in 7 years time what would the stage just before that be that you would have to achieve to make the goal realistic?
- Keep moving back from this point to today's date putting in the intermediate goals that you need to meet in order to achieve your main goal.
- At each stage ask yourself the following questions:
 - Mark above the line the actions and factors that are needed to make this intermediate goal possible
 - Mark below the line the following scores:
 - ❖ How much do I want to achieve this? (award yourself a score between 1-10)



❖ How realistic is it for me to achieve this? (award yourself a score between 1-10)

10 = very much/1 = not very much

- If your scores fall **below** 8 out of 10 you might wish to:
 - go back to the **Self-awareness** session and check out your values in what way would your values be impacted by working towards your chosen goal?
 - go back to the *Career Exploration* session is there some further information needed which may help you feel more comfortable about this goal?
 - Revisit the Arriving at Your decision session check whether you feel the same way about the decision which you have made?
- If your scores fall **above** 8 out of 10 you may wish to:
 - reaffirm your reasons for your interest in this goal
 - > set out some SMART actions to help ensure that you will achieve this goal.
 - > set some intermediate actions if the end goal takes a number of steps to achieve.



Setting your Goals - Step 2

Setting your own SMART Goals for achieving your career aim:

Using the example given in the e-module set yourself some goals using the following framework:

Specific	WHAT do you want to achieve?
	WHERE will you have to go to access this goal?
Measureable	HOW will you know that you have got there?
Achievable	WHAT steps will you need to take to ensure success? (you may wish to set yourself some intermediate goals with deadlines that you will need to achieve to be successful)
Relevant	WHY is this goal relevant to you?
Time bound	WHEN do you expect to achieve this goal?



Supporting Goals

Compiling your Clinical CV

An up to date Clinical CV is essential for your application to specialty and for your evidence portfolio but you may also have to produce a CV for many different reasons - such as applying for funding or further study or sending to an employer to back up an enquiry about an opportunity.

It is a good idea, therefore, to have a stock CV with ALL the information on it from which you can draw on and to give greater emphasis to the bits that are relevant for the current purpose of your CV, as well as on application forms. You will notice that there is a lot of information required for this table – some of it not normally required for United Kingdom CVs – however if you are likely to apply to the armed services, some overseas charities, overseas development organisations or for work in other countries there is often a requirement for more information on your background.

The following page is an example of a 'Stock CV' from which you can draw the information you need for each CV you need to produce.



Biographical details:	
Given name:	
Family Name:	
Email address:	
Phone contact: mobile/landline:	
Address:	
The following information may be additionally requested if you are applying to roles under an higher level of security clearance – e.g. Armed Services	nother political jurisdiction or for UK organisations with a
Other names used: First names:	
Surnames	
Other addresses (including how long you have lived there)	
Other email addresses and phones:	
Other relatives: such as Family names of grandparents and spouse:	
Date of birth:	Place of birth:
Nationality:	Religion:
Marital status (including previous marriages)	

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www.hee.nhs.uk



Education and employment - for most CVs should account for the last 10 years
Education – most recent first
Professional and higher education
Further education
Cabaaladuaatian
School education
Relevant Employment – input information on role and skills developed for each job
Current
Current
Previous 1
Previous 2 etc.
Other employment – most recent first indicate relevant skills
1
2
Other categories to include with dates in reverse chronological order:
Teaching experience
Audits and QIPs – with results and your role in the process
Research
Management
Supervision
Posters presented
Conferences attended
Presentations delivered
Awards
CPD
Specialist certificates - you will need to select for relevance for each opportunity

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Interests you will need to be selective for relevance to each opportunity to which you apply		
Referees – it is a good idea to have a range of people as sometimes you need two, sometimes 3 or even 4 from which you can choose the most relevant people to support you for each opportunity		
Other categories that you may wish to keep a record of: • Number of days off sick each year • Relevant travel experience • Driving licence		
Anything else of relevance?		

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Interview/Selection Centres

CONGRATULATIONS!

You have been invited to the selection Centre – and this is really where you can see that the care you have taken in preparing and submitting your application, will have been time well spent. Remember anything you have put in your application form may be used during the interview – so don't give examples or information that you can't talk about in more detail.

However even with the preparation you have already done you now need to think of the opportunity that the selection centre presents for you to really show why YOU, are suited to this specialty.

You have covered a lot of ground in developing an understanding of why you are suitable for this specialty but not surprisingly you may still have some concerns about the Selection Centre itself.

On a scale of **1 – 4** with **1 being lacking in confidence** and **4 being very confident** how do you feel at this point about the Selection Centre?

Write in the space below what some of your concerns are:



The table below highlights some of the common concerns many feel about the process and signposts you to where you can get further help. Try doing some of the exercises it suggests to help increase your confidence.

Question	Further help		
I worry that I don't know enough about the specialty to be able to answer the questions	 Go back to career exploration and try to find case studies on the health careers website; Arrange Tasters, speak to trainees already doing that specialty; speak to consultants in that specialty who may be able to give some insight into the career in the longer term. You will not be expected to know every detail. 		
I worry about not being able to promote my strengths for this job	 Take a look at the exercise '7 Things' which is designed to help you identify the things that you wish the panel to remember about you and your suitability for the specialty 		
I worry about not having a logical structure to answer my questions	 Take a look at the exercise on using mnemonics to help you structure your answers. Try using the mnemonics on the practice questions provided at the end of the workbook 		
I worry about not being able to make myself understood	Take a look at the exercise on 'Buzz Words' which helps you think about the language you could use to respond to competency based questions. The exercise directs you to give more detail to promote your communication and other relevant skills – indicating how your action impacted on the behaviour of others.		
I worry about getting nervous on the day	 make sure that you have planned for the day and follow the guidelines in the e-module ask a friend to ask you some practice questions to try and build up your confidence. You may also find You Tube links on body language useful 		



Your 7 strengths or USPs (Ultimate selling points)

The following exercise gives you the opportunity to focus on identifying your key strengths, skills and achievements to promote to the selection panel. It is also a good idea here to reflect on areas for personal development and the methods you are employing to achieve this.



7 Things you want the panel to remember about YOU

7 THINGS the interview panel/selection panel must find out about you (proudest achievement, significant skills, talents)	7 EXAMPLES Which best showcase your achievements, skills talents, knowledge etc.	7 QUOTES that others have said about you in relation to the 7 THINGS and/or the 7 EXAMPLES
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7



7 STRENGTHS

7 WEAKNESSES

What do you do well, what do you enjoy doing, what do others turn to you for **and** what are the things that make you feel strong

For each of your strengths, consider one possible negative contrast (e.g. <u>STRENGTH:</u> I am reliable and always deliver to deadlines. <u>NEGATIVE CONTRAST:</u> I often find myself saying 'no' to lots of interesting projects)

1	1
2	2
3	3
4	4
5	5
6	6
7.	7.



Preparation for interview questions and presentations

Using mnemonics to help you structure your answers

This exercise is designed to get you to devise concise targeted answers highlighting key examples and descriptive behaviours that will strengthen your application or interview performance.

Look at the following questions and undertake the following:

- Define which Answer structure mnemonic applies best to each question CAMP/SPIES/BARER (see attached)
- Work through each question answering in a structured manner with examples of strengths/experience where appropriate and using behaviour descriptors instead of buzz words
- You may want to use specific examples from your own experience to help you illustrate your answer

Question 1

Tell us about a mistake you have made at work

Question 2

What makes you think you are fit train in this specialty?

Question 3

You overhear a nurse talk about a registrar who was taking cocaine in a nightclub the previous weekend. How do you address the situation?

Question 4

Give an example where you have enhanced the efficiency of your department

Question 5

Why do you want train in this specialty?

Question 6

You are dealing with an emergency on the ward and you are then called to review another patient urgently on a different ward. How do you prioritise and handle the situation?

Question 7

Can you describe an occasion when you have worked well in a team?

On the following pages are a number of questions for you to practise.

When choosing examples to illustrate your answers think about the relevance of what you are saying with that particular specialty and remember much of your experience to date is transferrable in terms of skills and knowledge but in your answer you may need to explain the relevance of the example to the question.

Try using the three mnemonics, CAMP, BARER, SPIES on the following questions (use the tables on the next few pages to help you formulate your answers)



Motivation for selecting this specialty

- What made you choose this speciality as a career?
- Which job have you enjoyed the most and why?
- How has your previous experience prepared you for this career?
- What are the most important rewards you expect in your career?
- What do you like least about this specialty?
- Where do you see yourself in 10 years' time?
- What have you done outside of your regular scheduled daily activities that demonstrates your interest in the specialty?
- What are the qualities of a good doctor? Do you have those qualities?
- What will be the biggest challenge in this post for you?
- How would you describe yourself?
- What motivates you to give your greatest effort?
- What skills or personal attributes do you possess that will make you a good trainee in this specialty?

Promoting your skills, experience and knowledge in relation to this specialty

- What distinguishes you from all the others: (e.g. audits/research, teaching, courses attended and leadership skills)
- Describe your experience of the audit process?
- What did you gain from your research/audit experience? How do you critically appraise a paper?
- Give me an example of where you managed a clinical scenario well? And one where things didn't go so well?
- You are dealing with an emergency on the ward and you are then called to review another patient urgently on a different ward. How do you prioritise and handle the situation?
- Can you describe an occasion when you have worked well in a team?
- How do you organise your workload?
- Give an example of a situation where you showed leadership.
- What skills do you need to improve?
- What makes you a good team player? Give an example of a recent situation where you played an important role in a team.
- Give an example of a situation where you failed to act as a good team player?
- Tell us about any teaching experiences or presentations you have done. Discuss any new teaching methods that you are aware of?
- What are the qualities of a good teacher?
- Tell us about an interesting audit that you did?
- What is the difference between audit and research?
- Tell us about your research experience.
- Tell us about a research paper that you have recently read?



Ethical questions/knowledge about NHS systems:

- Your F1 colleague turns up drunk on the ward one morning, what do you do?
- Can you tell me about clinical governance? Has clinical governance improved patient safety?
- Your consultant has made a mistake as a result of an error of judgement and is asking you to alter the patient's notes to match his version of events. What do you do?
- Your consultant does not seem interested in providing you with appropriate teaching. What do you do?



<u>CAMP Structured Answer – For background and motivation questions about WHY you have applied?</u>

Clinical
Academic
Actualine
Management
Personal



BARER – For questions requiring an example (Tell us about a time when...)

Background	
Action Taken	
Action raken	
Reasoning	
End Result	
Life Nesalt	
Reflection	



SPIES Structured Answer - For questions on difficult colleagues or ethical issues

Seek Info
Patient Safety
Initiative
Escalate
Support
- чере



Answering the questions - words are important

You have now considered the messages that you wish to get over to the selection panel. All your hard work will be wasted unless you think about the words that you will use to respond to their questions. You will hopefully have considered the exercise in the e-module which looks at different ways of answering questions.

The following exercise gets you to think beyond the 'buzz words' such as 'I have developed good organisational skills – managing to undertake the necessary studies for the MRCP Part 1 exams while at the same time developing the necessary skills to be a competent doctor during my Foundation programme'. This sentence conveys nothing about your true abilities and is possibly under selling your well-honed skills.

This exercise invites you to consider the 'actions' you undertook to respond to a particular situation and the type of 'behaviour' or 'response' as a result of this action. You are given a range of skill areas in which you will be expected to be competent. Use the first worksheet (2 pages) to practise your possible answers – a worked example is given. Once you have done this use the second worksheet to check how you did.

Behind the skills buzz words

Think about the behaviours that would make someone good at each of the skill areas listed below and the achievements that might result from good use of these skills. Reflect on particular people who you know are good in these areas. What do they actually do? How do they behave? Alternatively, think of people who are not good and think about what they should be doing. When describing behaviours, try to stick to verbs that describe what you would actually observe.



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1. Managing others & t	eam involvement		
Behaviours • motivating others • allocating tasks • explaining clearly • assessing abilities • performing reliably • prioritising team goals • helping others • requesting help • respecting others	 responding flexibly encouraging contributions listening to opinions tolerating differences monitoring progress reviewing performance feeding back constructively supporting others taking responsibility 	Results • increased co-operation • workable compromises • stronger group motivation • talents used effectively • misunderstandings avoided • people develop and learn • workload distributed fairly • people feel valued	 targets exceeded discontent dealt with people enjoy working together ideas and information shared difficulties overcome people feel supported
2. Communication skill	s		
Behaviours		Results	
3. Teaching			
Behaviours		Results	
4. Organisation & plans	ning		
Behaviours		Results	



5. Working under pressure	
Behaviours	Results
6. Empathy & sensitivity	
Behaviours	Results
7. Decision making	
Behaviours	Results
8. Problem solving & conceptual thinking	
Behaviours	Results
9. Vigilance and situation awareness	
Behaviours	Results



Skills buzz words — crib sheet

Managing others 8 to	am involvement		
Managing others & tea	am invoivement	Deculto	
Behaviours	1. 0. 11	Results	
 motivating others 	responding flexibly	■ increased co-operation	targets exceededdiscontent dealt with
 allocating tasks explaining clearly 	encouraging contributionslistening to opinions	workable compromises	 discontent dealt with people enjoy working
explaining clearlyassessing abilities		stronger group motivationtalents used effectively	
	tolerating differences manitoring progress		together ideas/information shared
performing reliablyprioritising team goals	monitoring progressreviewing performance	misunderstandings avoidedpeople develop and learn	difficulties overcome
helping others	• feeding back constructively	 workload distributed fairly 	people feel supported
requesting help	 supporting others 	people feel valued	 duplication of effort avoided
requesting helprespecting others	taking responsibility	- people leel valued	- adplication of effort avoided
 maintaining impartiality 	- taking responsibility		
Communication skills		<u> </u>	
Behaviours	1	Results	
	= actively listening		- motivation and anthusiasm
 articulating concepts gethering ideas and 	actively listening	 increased understanding 	motivation and enthusiasm
 gathering ideas and resources 	 summarising and 	 conveying of ideas and information 	increase
	paraphrasing simplifying complex	 knowledge disseminated 	 appropriate impressions
choosing methodsidentifying intentions	information	 agreement achieved 	given • time saved
 understanding the audience 	checking details	 people take appropriate 	■ increased cooperation
 choosing an appropriate 	using plain language	actions	- increased cooperation
environment	 checking understanding 	 need for repetition avoided 	
 anticipating potential 	checking understanding	skills increased	
misunderstandings		audience engaged	
moundorotandingo		addiction originates	
Teaching			
Behaviours		Results	
monitoring situations	 maintaining concentration 	any potential disasters are	changes tracked
 attending to details 	asking for input	avoided	 prompt responses
 anticipating complications 	 making prompt decisions 	■ important information	timely action
 checking facts 	evaluating needs	gathered	correct decisions made
 asking questions to 	 asking for assistance 	knowledge shared	oon oor doorono mado
encourage learning	 designing learning activities 	 all participants gain 	
 preparing appropriate 	 evaluating learning 	something from interaction	
materials	conveying credibility		
selecting content			
Organisation 9 planni	in a		
Organisation & planni	iliy	Deculto	
Behaviours - clarifying targets	identifying bottlenecks	Results - goals are met	efficient use of resources
		· ·	 clearly defined tasks
identifying resourcesdeveloping a realistic plan	allowing for contingenciesmonitoring progress	projects are completed on time and within budget	 up-to-date reporting
 developing a realistic plant prioritising and scheduling 			
tasks	recording progressreporting progress	 potential problems are avoided 	stakeholders are happy
making compromises	reporting progressadapting plans	avoided	transparent process
making compromisesworking through	 maintaining momentum 		
implications	reviewing process		
 anticipating problems 	Teviewing process		
Vigilance & situationa	Lawaronoss	L	
	ii awai ciicss	Poculto	
Behaviours monitoring situations	maintaining concentration	Results disasters avoided	changes tracked
 monitoring situations assessing risk 	maintaining concentrationacting quickly	 disasters avoided patient and staff safety 	changes trackedprompt responses
assessing risknoticing changes	acting quicklyasking for input	assured	timely action
noticing changesattending to details	 asking for input making prompt decisions 	risks minimised	correct decisions made
 attending to details anticipating complications 	making prompt decisionsevaluating needs	 important information 	- COLLECT RECISIOLIS ILIANE
 checking facts 	evaluating fleedsasking for assistance	gathered	
asking questions	 asking for assistance encouraging vigilance in 	ganiorea	
asking questionsconfirming assumptions	others		
	1	I	l



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Working under pressure **Behaviours Results** recognising pressures asserting requirements • important tasks are measured decisions completed devising coping strategies workload adjusted monitoring the impact identifying sources of stress maintaining perspective impact of pressure reduced efficient systems adopted anticipating potential taking breaks calm atmosphere burnout prevented problems lack of panic handling emotions acknowledging needs retaining composure mistakes avoided asking for help deflecting inappropriate prioritising tasks demands delegating responsibilities **Empathy & sensitivity Behaviours** Results listening attentively people feel valued and building rapport increased cooperation respected encouraging openness using appropriate language misunderstandings avoided understanding other's using similar expressions people are more willing to greater openness perspective adapting tone and manner divulge information less risk of conflict allowing silence avoiding judgmental words giving time, not rushing and behaviour demonstrating awareness showing respect engaging with emotions expressing sympathy responding appropriately Decision making **Behaviours Results** involving interested parties identifying criteria rounded and consistent timely action taken establishing relative assessing risk choices made impulsiveness avoided importance judging the urgency agreement and consensus less backtracking and buckevaluating needs anticipating consequences justifiable actions passing reviewing previous weighing options dithering prevented less dissent taking responsibility clear direction decisions maintaining objectivity gathering information assessing information evaluating effectiveness of prioritising outcomes decisions eliciting opinions

Problem solving & conceptual thinking				
Behaviours		Results		
 identifying problems isolating key factors questioning assumptions connecting ideas analysing information detecting themes/trends recognising the context researching and investigating issues 	 generating potential solutions thinking laterally evaluating viability maintaining positivity demonstrating resourcefulness being persistent monitoring progress 	 problems are solved regularly and quickly problems are better understood further problems anticipated processes and products are improved obstacles overcome 	 new ideas and methods emerge big picture solutions strategy developed increased effectiveness and efficiency greater productivity 	



Specific Goals

Making Specialty Applications

Reflecting on Your NEXT STEPS

All specialty applications are made through the ORIEL System.

https://www.oriel.nhs.uk/Web/Account/LandingPage Once you have registered you will be invited to enter your details to access your applications at this page: https://www.oriel.nhs.uk/Web/Account/Login

Once on the site there are two useful guides to help you complete your form and manage your journey through the specialty application process.

- https://specialtytraining.hee.nhs.uk/ includes an applicant guide in the recruitment section
- https://www.oriel.nhs.uk/Web/ includes a link to the User Guide for Oriel on the signing in page

Keeping track of your applications is easy using Oriel as you can access your record throughout the application process through to acceptance of an offer.

REFLECTION: In the space below reflect upon what you have learnt from the Next Steps section of the Career Planning e-module				



LEARNING & ACTIONS:

You will have now completed the Career Planning for Foundation Trainee Doctors workbook and hopefully feel more confident about the career planning steps you can take to help you make robust career decisions and take appropriate actions.

In the table below list the 4 most important things you have learnt from undertaking these exercises

KEY LEARNING FROM THE CAREER PLANNING FOR FOUNDATION TRAINEE DOCTORS E-MODULE		
1.	2.	
3.	4.	



Further Support

If you feel that you would like to discuss your results and reflections from the Career Planning stages with a careers adviser please contact your local Postgraduate Medical Education Centre for details of what individual support is available in your region (**NOTE:** Clients within HEE London and South East can follow the link http://www.lpmde.ac.uk/professional-development/careers-unit/what-we-do/contact-us

For Foundation Doctors in London and South East the following additional support services are available through the LaSE professional Support Service

- **Individual Careers Support** to help you explore the factors impacting on your career choices and career planning
- **Specialist Clinical Communication and Linguistic Services** helps support effective communication with patients, careers and colleagues
- **Individual Support Team** confidential educational support service for clinicians with performance concerns
- **Coaching Service** helps trainees in challenging situations that could prevent them from getting the most from their careers.

All services are confidential, work independently from your employer and are by self-referral only and can be accessed at the following link:

http://www.lpmde.ac.uk/professional-development/professional-support-unit