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## **FELLOWSHIP MANUAL**

**APPROVED BY THE COLLEGE EDUCATION COMMITTEE OF THE ACHSM**

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**ACHSM**

Level 1, Unit 11  
41-43 Higginbotham Road  
Gladesville NSW 2111  
Ph: 61 + 2 8753 5100

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## 1 Purpose

This manual outlines the policies and processes followed by the Australasian College of Health Service Management (ACHSM) regarding the following:

1. The acceptance of applications for candidature towards the Fellowship examination.
2. The preparation for the examination and the conduct of the Fellowship examinations.

This manual is for the use of members of ACHSM in Australia and New Zealand, Candidates accepted for Fellowship, Fellowship Study Coordinators, Examiners, College staff and officials.

A parallel but separate process exists for the acceptance, preparation, and examination of Fellowship Candidates by the Hong Kong College of Health Service Executives.

## 2 Background

Fellowship within the ACHSM is recognised nationally and internationally and demonstrates an ongoing commitment to excellence in health service management and leadership. Fellowship is the highest level of membership within the College. It is a significant professional achievement awarded by the College to those who have demonstrated to their peers that they exhibit the management competencies (knowledge, attitudes, and skills) required of senior managers and leaders in the health and aged care industries through a viva examination process.

Due to rapid developments in healthcare knowledge, methods, and technology over the past century, healthcare organisations have significantly increased in size and complexity. They can now achieve a wide range of favourable outcomes for healthcare consumers. Healthcare now consumes a greater proportion of the national expenditure. Healthcare providers are required to comply with complex regulatory and care standards. Consequently, governments, the community and health service funders rightly demand a high level of competency from professional managers charged with delivering healthcare services.

The ACHSM Management Competency Framework (Appendix 4) articulates the competencies. The Competency Framework has thirteen domains, seven action and six enabling domains and competency statements deemed necessary by ACHSM for those charged with the management and leadership of contemporary health services. The Framework also contributes to the professionalisation of health service management by providing an authoritative, internationally agreed description of the competencies health service managers and leaders need to be effective in their role.

Fellows are expected to exhibit strong leadership capabilities enabling contribution across a diverse range of organisations involved in health service delivery including in government, non-government, private, and not-for-profit sectors. Leadership roles may encompass primary care, acute care, social care, community care, and aged care settings. Fellows may contribute through roles in tertiary education, research, policy development, operational management, government service, professional practice, consultancy and project management.

The awarding of a Fellowship by ACHSM recognises not only a high level of achievement in the examination process but also the commitment of Fellows to research, evidence-based practice, continuing professional development and learning, and the application of knowledge in health services management.

### 3 The acceptance of applications for candidature towards the Fellowship

Fellowship is the highest level of recognition and membership within ACHSM. Attaining Fellowship demonstrates the attainment of significant health leadership and management competencies. At the ACHSM May 2024 Board Meeting, the Board considered a recommendation to require that members who wish to undertake Fellowship by examination should complete the Certification Program prior to applying to undertake Fellowship by examination. This recommendation was approved by the Board for implementation from the 2025 Fellowship by examination cohort intake. The applicant must also comply with the point requirements to be accepted into the Fellowship Program.

### 4 Fellowship candidature and the Fellowship examination

Following acceptance into the Fellowship Program, the expectations are that Candidates participate in Study Groups as part of the Fellowship process. The process of candidature has many benefits, including:

- Consolidating previous learning and experience.
- Providing Candidates with a forum for debate and improving their knowledge of current leadership, policy and management issues in health and aged care.
- Demonstrating a commitment as a professional health and aged care leader and manager.
- Peer learning, mentorship and development.
- Demonstrating a commitment to excellence, professional development, and the ongoing evolution of the profession.

The Fellowship examination is a peer review process designed to enable the Candidate to demonstrate their competencies about contemporary health and aged care issues. It assesses the competencies in leadership and management and focuses on the Candidates' communication skills to the level that the College recognises are those of a senior health and aged care and community leader and manager. The candidature and examination are designed to be practical, efficient, and cost-effective for the Candidates, Examiners, and the College. The broad requirements to become a Fellow of ACHSM are set out in the [ACHSM Constitution and Rules](#).

### 5 Enquiries

ACHSM is pleased to accept applications for the Fellowship Program on the prescribed form, and you can find this by clicking on the following link: [Fellowship application \(achsm.org.au\)](https://achsm.org.au/fellowship-application).

Please direct any enquiries to the Chief Examiner or the Fellowship Program Manager by phoning 02 8753 5111 or emailing [fellowship@achsm.org.au](mailto:fellowship@achsm.org.au).

### 6 Dates for examinations, Annual General Meeting and Fellowship Conferment, and ACHSM Health Leadership Congress

Fellowship examinations are conducted online via videoconferencing.

The date for the examination is **Saturday, 13 September 2025**. If a re-examination is required, these will be held on Saturday 20 September 2025.

The Annual General Meeting and Fellowship Conferment/Fellows Dinner is Tuesday 21 October 2025. The annual ACHSM Congress will be held in Darwin, on **22–24 October 2025**.

## 7 Cost of Fellowship candidature

1. The cost of the Fellowship Program is \$1995.00 (and this includes Full registration, Congress Registration, and the Fellows Dinner. Congress Registration consists of the full Congress program, all social events such as the Welcome Reception and Congress Dinner, and the Fellows-only Dinner.
2. If you cancel or withdraw, the refund policy is set out below:
  - Before program launch \$1975.00 refund
  - After the first month of the program launch \$1895.00. refund
  - After the second month of the program launch \$1795.00 refund
  - Within 60 days of the examination date \$1195.00 refund
  - Within 90 days of the examination date, a transfer fee of \$600 will be charged.
  - You may withdraw and transfer your application to the subsequent year. However, there will be no refund if you cancel or withdraw any time in the following year.

### Conferral of your Fellowship

Once you have met all the requirements of Fellowship, you will be invited to be conferred at the next Annual General meeting. You will be expected to attend and join other Fellowship Candidates being conferred. The ceremony is important in acknowledging your substantial achievement in attaining Fellowship of ACHSM. The Fellows dinner follows straight after the ceremony.

### Alternative pathway or RACMA dual recognition Fellowship applications \$425

For more information, visit the Fellowship page under the Education tab at [www.achsm.org.au](http://www.achsm.org.au). Successful Alternative Pathway applicants will receive a \$100 discount on that year's applicable Congress registration fee.

The following procedures relate to the payment and refund of the entry and examination fee:

- Payment is due with the application, which is not processed until the payment is received.
- In circumstances where the application is unsuccessful, the fee is reimbursed.

## 8 Preparation for examination

This section provides details on how to prepare for the Fellowship examination.

### 8.1 Reading lists

The reading lists consist of core readings with which all Candidates are expected to be familiar. The reading lists also identify readings specific to the Candidate's geographic location. A single reading list denotes relevance to Australia or Aotearoa so that Candidates from each country can read them if they interest them.

- International Candidates will use the reading list for Australia and Aotearoa for the examination.
- Candidates from Hong Kong use the Hong Kong reading list.

The reading list items are regarded as a minimum. During the examination, Candidates are expected to use the concepts and ideas provided in the set readings to support their preparation and responses to examination questions. Candidates will not be questioned on individual readings; however, the set questions may refer to authors or key readings. Candidates are required to read the articles on the reading list critically.

The readings have intentionally been reduced in number to enable study coordinators, study groups and Candidates to also source relevant readings/articles from their searches that support discussions. This is in response to feedback that the volume of readings previously did not allow the readings to be regarded as 'minimum'. While the readings are organised by months according to a recommended progression of readings, Study Coordinators may choose to review these differently for their study groups. Reading lists should be reviewed by the Chief Examiner for currency, academic rigour and relevance.

Also, note that readings provided for Candidates are via the **ACHSM Fellowship website**.

## **8.2 Fellowship Study Coordinators**

The ACHSM has appointed Fellowship Coordinators in each Branch of the College and a special study group for international Candidates not part of the Hong Kong cohort. Fellowship Coordinators are Fellows of the College who volunteer to assist Candidates. Coordinators will normally contact the accepted Candidates and discuss their needs and the available assistance to Candidates within the Branch.

Candidates are encouraged to attend the Branch, all the College activities, and available webinars/webcasts.

The list of fellowship coordinators is available on the Fellowship website, and successful applicants for candidature are provided access when admitted to the program.

## **8.3 Fellowship study groups**

Study groups are a cooperative process where the role of the Fellowship Coordinator is to facilitate, mentor and encourage. Fellowship Coordinators are volunteers, and it is up to the Candidates to accept some responsibility for the continuing coordination and success of the group.

The expectation is that Candidates participate in their assigned study group conducted by the Fellowship Study Coordinators unless there is a sound reason for not doing so. Many past Candidates cite the study group process as one of the most beneficial components of the preparation for Fellowship. However, the College recognises that for some Candidates, participation in a study group is not a practical activity for them (for example, due to distance, family/carer commitments). Access to Fellowship study meetings is now provided via videoconferencing apps; distance has not created the challenges that it might have previously.

Where the number of Candidates in a Branch is insufficient to enable a study group to be formed, the Chief Examiner will discuss the best options to assist Candidates. This may be through individual support or in cooperation with a study group in another Branch using the Collaborate functionality in the ACHSM Fellowship website.

## **8.4 Access to the Fellowship website**

The application form submitted contains all the information needed to provide access to the ACHSM Fellowship website for successful applicants. The access granted will be for the period of candidature and is discontinued if the Candidate withdraws from the program or after the Fellowship examination, whichever is earlier.

## **8.5 Example examination questions**

The Chief Examiner distributes example examination questions to the Fellowship Coordinators for use within the study groups. Study Group Coordinators and Candidates are expected to participate in a mock exam towards the end of their planned study group activities and readings. The mock exams assist the Candidate with preparation for an oral exam, including how they might break down a question and provide a succinct answer, demonstrate critical thinking, and references the Candidate's lived experiences of leading and managing.

Chief Examiner and Deputy Chief Examiners should not participate in the mock exams to ensure fairness and equity for

all Candidates. However, if required the Chief Examiner or Deputy Chief Examiner/s may attend study groups to brief Candidates on the process for the examination.

### **8.6 Coordinators report on candidates' preparation**

Before the examination, each Fellowship Coordinator completes a report on the Candidates' participation in their study group. Coordinators are also asked to assess the Candidate's preparation for the examination. Such an assessment will help inform the Candidate's readiness for the Fellowship exam.

## **9 The process of examination and general information for Candidates**

This section outlines the Fellowship examination process, including information for Candidates, the criteria for assessment, matters related to the Examiners and the appeal process.

### **9.1 Examination panel**

Each examination panel comprises three Fellows of the College, and one will act as Chair. The panels will be selected by the Chief Examiner and coordinated by the Fellowship Program Manager.

The Chief Examiner and Fellowship Program Manager will aim to balance the examination panels' composition in terms of gender, geography, professional backgrounds, and experience in examining Fellowship Candidates.

Examination panel members will not be from the ACHSM Branch to which the Candidate belongs. They will be asked to declare any conflicts of interest in examining Candidates allocated to the examination panel of which they are a member.

### **9.2 Criteria for assessment and the marking rubric**

The domains of practice, assessable attributes, skills, behaviour, and knowledge of a senior health services manager are detailed in the Competency Framework provided in Appendix 4.

A rubric is a coherent set of criteria for Candidates' responses that includes descriptions of the performance levels against the requirements laid out in this Fellowship Manual.

Rubrics have two major elements. These elements are:

1. A coherent set of criteria; and
2. Descriptions of the levels of performance for these criteria demonstrated by the Candidate.

You will notice the two elements in the rubric below, which Examiners will use during the Fellowship examination.

Candidates should consider the requirements in the rubric when crafting responses to the questions that examination panel members will put during the examination. Further information regarding the rubric is available on the ACHSM Fellowship website. The pass mark for the Fellowship exam is 75. To qualify for a re-examination, Candidates must achieve an overall score of 70–74.9.

<b>FELLOWSHIP RUBRIC 2025</b>					
<b>Criteria</b>	<b>Poor (0-4)</b>	<b>Limited (5-9)</b>	<b>Marginal (10-14)</b>	<b>Competent (15-18)</b>	<b>Exceptional (19-20)</b>
<b>Evidence of wider reading, interpretation and engagement with the literature</b>	Minimal or no evidence of wide reading; sources are irrelevant or absent. No meaningful engagement with or understanding of relevant literature.	Limited evidence of wide reading; sources are insufficient or lack diversity. Limited understanding of relevant literature; key sources are missing or poorly explained.	Shows adequate reading, referencing standard or limited sources. Shows a basic understanding of relevant literature, but analysis may lack depth.	Displays a thorough breadth of reading and engagement with relevant, credible sources. Explains relevant literature with clarity and supports arguments effectively.	Demonstrates extensive reading with integration of diverse perspectives, supported by up-to-date and credible sources.  Clearly articulates a comprehensive understanding of key literature, linking theories and studies seamlessly.
<b>Application of theory to practice through critical analysis</b>	No application of theory to practice; lacks critical analysis.	Limited application of theory to practice; critical analysis is weak or inconsistent.	Applies theory to practice adequately but lacks depth or originality.	Shows strong critical thinking and effectively applies theory to practice with clear examples.	Demonstrates exceptional critical thinking and independently applies theory to practice with original insights.
<b>Understanding of Health Services Management</b>	Poor understanding of health services management at any level.	Limited understanding of health services management; focus is narrow or underdeveloped.	Shows a satisfactory understanding of health services management but lacks breadth or detail in some contexts.	Demonstrates a strong understanding of strategy and operational issues, with attention to state, national, and international contexts.	Displays an excellent grasp of strategy and operational issues at all levels, with a global perspective.
<b>Communication and engagement with the panel</b>	Communication is poor, lacks persuasiveness, or is disrespectful.	Communication is unclear or ineffective; limited engagement with the panel.	Communicates adequately but may lack clarity, persuasiveness, or engagement.	Communicates effectively and respectfully, using persuasive language and engaging well with the panel.	Communicates persuasively, clearly, and concisely, demonstrating excellent listening and rapport-building skills.
<b>Demonstrated through experience a commitment to key skills and concepts</b>	Lacks understanding, commitment, or relevant experience.	Limited understanding and commitment; examples from experience are weak or irrelevant.	Adequate understanding and commitment, with limited examples from experience.	Shows strong understanding and commitment, with relevant examples from experience.	Demonstrates a deep understanding and commitment, supported by substantial and relevant experience.

### 9.3 Criteria for the Selection of Examiners

Every Examiner will meet the following criteria:

- Be a Fellow of ACHSM.
- Have significant senior management/leadership experience in the health sector.
- Be familiar with the readings set for the Candidates.
- Have attended a briefing session with the Chief Examiner before the examination date.
- Attend the briefing on the day of the examinations.

### 9.4 Role of the Panel Chair

1. Introduction of the Panel and confirmation of Candidate identity.

- Ensuring Examiners are sufficiently prepared for their role, such as ensuring all mobile phones and other possible distractions are turned off and not used during the examination.
- Welcoming each Candidate and making them feel comfortable. Leading the examination and ensuring that due process is followed, especially regarding fairness, consistency, and rigour.
- If the Examiners suspect a Candidate is reading from a screen or notes it is the role of the Panel Chair to ask the Candidate, if they are reading and request that notes are put aside for the remainder of the examination. Dot point notes are acceptable.
- Being the main contact point for the Candidate from the time of examination to the time of resolution of the outcome.
- IMPORTANTLY, obtain an up-to-date contact number from the Candidate to facilitate communication regarding the outcome.
- Ensuring that each Examiner completes the individual score sheets using the marking rubric and has made comments as necessary to support their score.
- Facilitating discussion with the Panel to ensure an agreement is reached regarding the performance of the Candidate so that a combined Panel score sheet can be completed.
- The Panel Chair will contact passes, fails and resits. The Panel Chair will support and provide effective feedback to the Candidate based on their performance.
- After the examinations, meet with other Panel Chairs and the Chief Examiner/s to discuss the examination outcomes and marks for Candidates.

### 9.5 What is expected of all Examiners

Examiners are expected to meet accepted high standards of behaviour and performance during the examination. Examiners must:

- Declare any conflict of interest concerning any Candidate.
- Be fair, impartial, unbiased and consistent across all examinations.
- Identify when Candidates are not engaging in an authentic professional conversation, for example excessive referral to written responses or Candidates use of materials that are not acknowledged as the work of others (eg AI generated responses). If the Examiners suspect this is the case, they should advise the Panel Chair. It is the role of the Panel Chair to ask the Candidate, if they are reading. Dot point notes in the examination are acceptable.

- Keep strictly to the starting and finishing times for the examinations.
- Be polite and respectful to their fellow Examiners and the Candidates.
- Please recognise that the Candidate may be anxious and support them appropriately.
- Ensure that there are no distractions to the Candidates' concentration during the examinations, such as from mobile communication devices.
- Provide full attention to the Candidates' contributions during the examination, although writing brief notes is acceptable.
- Ensure that the notes of each Candidate are legible and sufficiently useful in the event of an appeal by the Candidate.
- Engage in consensus scoring of the Candidate after completing their scoring independently.

### 9.6 Examination process for the online exams

Candidates who are ill on the day of the examination must advise the Chief Examiner that they are unwell and discuss alternative arrangements.

The processes for the examinations are as follows:

1. Candidates are required to have access to email and use the link above to access their exam room through TEAMS and a reliable mobile phone with the number registered with ACHSM.
2. The timeframes for all exams are based on AEST Sydney time.
3. Please accept the TEAMS exam rooms meeting invitation that has been sent to you this will then be in your calendar.
4. You will receive an email 10 mins before the hour prior to your examinations with the exam questions (this will give you time to receive the document, open it and reply via email to [alison.mccann@achsm.org.au](mailto:alison.mccann@achsm.org.au) that you have received your questions) and the TEAMS exam room link (as above) this gives you access to your TEAMS exam room.
5. Candidates will receive a text message five (5) minutes prior to your exam start time to enter the TEAMS exam room. Please wait for the text message before entering.
6. You will meet the Examiners and have an ID and IT check prior to the commencement of the exam.
7. If you have any difficulties getting into the room on the day, please text Alison McCann 0412 540 205.
8. To ensure that the examinations are running smoothly and on time, the Chief Examiners may come in and out of the rooms.

#### REMINDER

**You have signed a confidentiality agreement – the questions are not to be shared, and we request that you do not discuss your proposed answers with other Candidates (please refer to your signed confidentiality statement).**

When the examination is complete and the Candidate has left the examination room, the examination panel will unanimously agree on one of the following results for each Candidate:

- PASS = score equal to or greater than 75.
- RE-SIT = score between 70 and less than or equal to 74.9
- UNSUCCESSFUL = score less than 70.

The question(s) required for re-sit are determined by the question or questions that the Candidate demonstrated the lowest scored question(s) in the original examination. The re-sit questions may be those used in the original examination or a different question sampling the same area as the ones in the original examination.

Examinations are conducted according to the principle that responses must reflect the application of knowledge, skills and experience relevant to the professional practice of health services management. Candidates should not rely on health service management practices that may apply or be appropriate to a particular organisation, location, or clinical service. Candidates must demonstrate their capacity to apply their attributes, skills, and knowledge across the broader health service management field. Candidates with a strong clinical or non-clinical background with relatively narrow career histories should broaden their approach to reflect the application of knowledge to the wider professional practice of health services management. All panel members may ask supplementary or exploratory questions where further information is required or where the Candidate appears to have taken the question out of context. Examiners should regard these additional questions to the Candidate as an opportunity to assist them in addressing the question the Candidate is answering and not as a further question. Candidates are encouraged to add supplementary information at any time and to ask for clarification from the examination panel about any question.

Candidates may exhibit strong skills and knowledge in some areas and may be less developed in other areas of their education, background, and career experiences. However, knowledge of the subject areas is applied equally to all Candidates, regardless of background experience.

### 9.7 Unsuccessful Candidates

The final mark is calculated and converted to a percentage.

A re-sit result occurs when a Candidate scores between 70 and 74.9 points in the first examination.

An ‘unsuccessful’ result occurs when the Candidate scores less than 70 points on the first examination, which means that the Candidate is not offered a re-sit examination.

When the Panel has scored the Candidate in the range required for re-sit, the Candidate will be asked to return for a re-sit examination on the date set for these to occur, as detailed in the Dates for Examinations and ACHSM Health Leadership Congress section (page 5) above.

If the Candidate has scored less than 70, they will need to re-apply to undertake the Fellowship Program again in the future. The table below summarises the pass/re-sit/ unsuccessful outcomes.

Outcome	Examination mark
<b>Achievement of Fellowship</b>	>= 75
<b>Eligible for re-sit</b>	Between 70 and 74.9
<b>Unsuccessful outcome</b>	< 70

### 9.8 Successful Candidates

For successful Candidates, confirmation of appointment as a Fellow is subject to final endorsement by the ACHSM Board, which generally takes place at the Board meeting before the Congress. The successful Candidates will then have their Fellowship conferred at the ACHSM Annual General Meeting, which usually occurs on the day of the Board meeting.

### 9.9 ACHSM Fellowship Excellence Award

The study coordinator’s reports for the **highest scoring** Candidates in the Fellowship examination will be reviewed to decide the ACHSM Fellowship Excellence Award. The recipient will embody excellence in examination performance and the preparation process.

## 10 Appeal of examination results

Every Candidate who receives an ‘unsuccessful’ outcome following a first or second examination can appeal their results. The appeal process will follow the criteria and steps outlined below.

### 10.1 Grounds of appeal

The Candidate will notify the Chief Examiner within 48 hours of the examination day that they wish to appeal. They will provide the Chief Examiner with a written request for an appeal outlining the grounds of the appeal no later than seven days after the examination. The grounds for possible appeal are listed in the following table:

Grounds of Appeal	Example
Lack of due process by ACHSM	<ul style="list-style-type: none"> <li>Lack of information about exam requirements and the preparation process</li> <li>Lack of correct examination information</li> <li>Lack of understanding of the criteria for assessment</li> <li>Lack of support by ACHSM in preparation for the examination</li> </ul>
Perceived bias from the examination panel toward the Candidate	<ul style="list-style-type: none"> <li>Evidence of discrimination, i.e., reference to issues of race, gender, age</li> <li>Insufficient clarity of communication with Candidates where English is the second language of the Candidate</li> </ul>
Lack of reasonable accommodation toward a Candidate’s disability (Please note that for this ground to be available, the Candidate must inform the Chief Examiner of the disability before the examination to allow reasonable accommodation to be discussed and arranged.)	<ul style="list-style-type: none"> <li>Hearing impairment that cannot be addressed by hearing aids</li> <li>Vision impairment/blindness</li> <li>Physical disability preventing the Candidate from taking the examination in its usual form</li> <li>Some other documented disability requiring special arrangements for the examination that was not implemented following a discussion with the Chief Examiner</li> </ul>
Illness	<ul style="list-style-type: none"> <li>Candidates who are ill on the day of the examination or immediately (within two days) before the examination. In that case, the Candidate must advise the Chief Examiner that they are unwell and discuss alternative arrangements.</li> </ul>
Bereavement within the Candidate’s immediate family	<ul style="list-style-type: none"> <li>As mentioned above, the Candidate should discuss the appropriateness of their presentation for examination before their scheduled examination.</li> </ul>

## 10.2 Exclusions to appeal

The following are **not** accepted as grounds for appeal:

1. The Candidate was nervous at the time of the examination.
2. The Candidate did not attend a study group and/or had not established a working relationship with a study group coordinator.
3. The Candidate commenced preparation later than other Candidates.
4. The Candidate did not read the material provided to them concerning the examination requirements and process.
5. The Candidate did not sit a mock exam.

## 10.3 Appeal procedure

The following procedures must be followed in establishing an appeals panel:

1. Upon receipt of the written appeal, the Chief Examiner will select an appeals panel consisting of:
  - a. the Chief Examiner (Chair) and
  - b. Assistant Chief Examiner (Readings) and
  - c. a Fellow of the College who did not examine the Candidate in the examination outcome is subject to appeal.
2. The appeals panel will meet face-to-face or by videoconference and will review the written appeal.
3. The panel will meet no later than one week after the appeal was lodged and may choose to speak with the Candidate, the Chair or all the original examination panel.
4. The appeals panel makes the following decisions that are dependent on the findings of the appeals panel:
  - a. The appeal has been successful, and the Candidate should be offered the opportunity to participate in a re-examination.
  - b. The appeal has been successful, and the Board should be advised that the Candidate be deemed to have passed the examination; or
  - c. Uphold the original decision from the examination panel that the Candidate was unsuccessful.
  - d. The Chief Examiner will report the appeals process results to the Board for final consideration and approval if deemed appropriate.
  - e. The Chief Examiner will advise the Candidate of the Board's determination as soon as possible.

## 11 Academic misconduct

The College's rules concerning academic misconduct are provided as Appendix 5 in the [ACHSM College Rules](#).

## 12 ACHSM/RACMA dual recognition

If you are a Fellow of the Royal Australasian College of Medical Administrators (RACMA), you may be eligible to be accepted as a Fellow of ACHSM. The ACHSM Board agreed (at its meeting on 28 January 2015) that the RACMA was a similar organisation to ACHSM for Rule 10.9.2 of the Rules under the Constitution of the College.

To become Fellows of the ACHSM, Fellows of the RACMA must complete the following steps.

1. Join ACHSM as an Associate Fellow (if you are not already an Associate Fellow).
2. Download the ACHSM/RACMA Fellowship Advancement application form.
3. Attach the following information:
  - a. Evidence of your current Fellowship of RACMA.
  - b. Your current CV, including details of your current management position. Pay the prescribed fee by completing the Fellowship payment form.
4. Return this form and attachments as one PDF document via email to [fellowship@achsm.org.au](mailto:fellowship@achsm.org.au).  
In the subject line of your email: ACHSM FELLOWSHIP ADVANCEMENT APPLICATION FORM FOR RACMA FELLOWS.

Applicants will be advised within 30 days of receipt of all the above information of their acceptance as a Fellow and details for receiving their Fellowship.

For information, please email Alison McCann on [fellowship@achsm.org.au](mailto:fellowship@achsm.org.au).

## 13 Alternate pathway to ACHSM Fellowship

Within the Australasian College of Health Service Management, Fellowship is the peak membership level. It represents the recognition by your peers of your experience, competence, and contribution to the profession of health leadership.

Acceptance into the Fellowship program is only available to those members of the College with 25 or more membership points. Most eligible Candidates for Fellowship must undertake a study period through a study group and pass an examination. However, some members or health service executives may be eligible for membership and scoring more than 45 membership points may qualify for the 'alternate pathway' to Fellowship. Applications for Alternate Pathway, if accepted, are NOT required to be a certified health manager prior to applying.

### 13.1 Process for applying for Fellowship of ACHSM through the alternate pathway if you are already an Associate Fellow of the College.

**Step 1** – Fill in the application form.

Complete the *Membership Application and Advancement Scoring Form*. If you score more than 45 points, including 4 points from the executive level of management experience (Section 2 question 3), you may be eligible for the alternative pathway to Fellowship.

**Step 2** – Download, complete, and submit with your application the Fellowship payment form.

**Step 3** – Attach two letters of endorsement from existing Fellows of the College. Alternatively, your assessed application will be tabled for endorsement at the next branch Council meeting in your area. These approvals may occur "out of session" to facilitate this process.

Submit all your documents as one PDF file commencing with the *Membership Application and Advancement Form*.

**Step 4** – Pay the requisite fees and submit the form with your application. Email to [fellowship@achsm.org.au](mailto:fellowship@achsm.org.au).

### 13.2 Process for applying for Fellowship of ACHSM through the alternate pathway if you are not already an Associate Fellow of the College

**Step 1** – Join the Australasian College of Health Services Management at [www.achsm.org.au](http://www.achsm.org.au).

**Step 2** – Complete the *Membership Application and Advancement Scoring Form*. If you score more than 45 points, including 4 points from the executive level of management experience (Section 2 question 3), you may be eligible for the alternative pathway to Fellowship.

**Step 3** – Download, complete, and submit the Fellowship payment form with your application.

**Step 4** – Attach two letters of endorsement from existing College Fellows or your Branch Council. These approvals may occur “out of session” to facilitate this process and submit all your documents as one PDF file commencing with the *Membership Application and Advancement Form*.

**Step 5** – Pay the requisite fees and submit the form with your application by email to [fellowship@achsm.org.au](mailto:fellowship@achsm.org.au).

Please note: If your application is unsuccessful, the fellowship fee will be refunded to you, less a \$100 administration charge.

### 13.3 Assessment and endorsement

ACHSM will assess your application and, if need be, seek any further supporting information required to verify the information you provide. Upon confirming a score over 45 points on the form, your application will move to endorsement.

### 13.4 ACHSM Board approval

Once processed, the application is submitted to the ACHSM Board for approval at the next meeting. The Board meets every two months.

### 13.5 Conferring of your Fellowship

Your Fellowship is conferred at the next Annual General meeting. You will be expected to attend and join other Fellowship Candidates being conferred. The ceremony is important in acknowledging your substantial achievement in attaining Fellowship of ACHSM regardless of the pathway. Alternative arrangements for conferral are possible if attendance at the AGM is not possible.

### 13.6 How long does this process take?

It is expected that it will take 6–10 weeks to complete the above process from submission of the application to Board approval. You will be kept informed of progress at each stage of the process.

### 13.7 Enquiries

Please address all initial enquiries directly to the Chief Executive Officer – [Catherine Chaffey](#).

## 14 Extract From the ACHSM Rule 10.9 Admission to Fellow Category

“10.9 An applicant for admission to the status of “Fellow” or advancement from the status of “Associate Fellow” to the status of “Fellow” shall:

- a. Apply in writing to the Board on the prescribed form.
- b. Satisfy the Board that they are a fit and proper person to be a "Fellow".
- c. Have completed a course of study approved by the Board.
- d. Have passed the prescribed examinations (unless the Board shall in any particular case dispense with such examinations or any of them) or have submitted a satisfactory thesis, published papers and/or a case study in accordance with Rule 10.9.3; and
- e. comply with such conditions and possess such qualifications as the Board may prescribe either generally or in any particular case.

10.9.1. The Board may, on a written application on the prescribed form, admit with the status of “Fellow” a member of any organisation or body elsewhere in the world which, in the opinion of the Board, has similar objects and aims to the College and where such member, in the opinion of the Board holds a status in the organisation similar to that of a Fellow in the College.”

## **14.1 Roles and responsibilities within the College**

This section outlines the roles of different individuals and groups involved in the Fellowship process.

### **14.1.1 Fellowship Committee (a subcommittee of the College Education Committee)**

Oversight of the Fellowship examination, including:

- the application approval process
- the reading lists
- the appointment of the Fellowship Coordinators by Branches
- the selection of Examiners
- the examination process, particularly the feedback provided annually by the Examiners, the Candidates, and the coordinators.

### **14.1.2 Branches and Fellowship Coordinators**

Each Branch will appoint one or more Fellowship Coordinator(s) who will help to prepare Candidates for examination. The Branch President will liaise with the Chief Examiner if no suitable person is available.

### **14.1.3 Fellowship Coordinators**

- assist the Candidates within the Branch to prepare for the examination.
- set up study groups and assist in the exploration and study of the recommended material.
- advise Candidates on techniques and approaches to sit the examination.

### **14.1.4 Chief Examiners/Assistant Chief Examiners**

- The Board of the ACHSM appoints the Chief Examiner and Assistant Chief Examiner for a three-year term.
- The role and duties of the Chief Examiner are detailed below in this manual.

### **14.1.5 CEO and Fellowship Program Manager**

- Administers all aspects of the examination process, including accepting and handling applications and enquires, the appointment of Coordinators and Examiners, in partnership with the Chief Examiner.
- Organises and coordinates the examinations, informing all stakeholders about the arrangements and timetables.
- Provides administrative support to the Fellowship Committee and the Chief Examiner.
- Maintains appropriate records of successful and unsuccessful Candidates.

## **15 Role and duties of the Chief Examiner**

The role of the Chief Examiner is to ensure that examination processes for Fellowship Candidates are conducted within the agreed ACHSM guidelines and to support and prepare the Examiners. Specifically, the aim is to:

- Ensure that Examiners are properly prepared for their role as Examiners.
- Ensure consistency in the examination process.
- Ensure consistency in examination questions across panels for all examinations.
- On the day of the examination, ensure that the panel Chairs appropriately communicate with each Candidate the recommendation that will be put forward to the Board regarding the outcome of their examination.
- Provide input to the recommended reading list for Fellowship Candidates, together with members of the Fellowship Committee and the Fellowship Coordinators.
- Assist the CEO in determining the suitability of applicants for the Fellowship examination.
- The Chief Examiner will not sit on an examination or appeals panel.

### 15.1 Tasks

The tasks to be undertaken by the Chief Examiner include the following:

- Approve applications for Fellowship in accordance with the guidelines of Candidates.
- Recommend the reading list to the Fellowship Committee for approval.
- Meet four times a year with Study Coordinators.
- Endorse the composition of the examination panels as organised by the ACHSM office.
- Convene a meeting with Examiners before the examination.
- After the examination day, convene a meeting with Panel Chairs to discuss and confirm the outcome for Candidates and the recommendations to the Board.
- Report to the President on the evening of examination day on the outcome of the Candidates and recommendations.

## 16 Role and duties of the Assistant Chief Examiners

### 16.1 Appointment of Chief Examiner/Assistant Chief Examiners

- Appointment to the role of Chief Examiner will be by the Board of Directors and may come from a recommendation from the Fellowship Committee.
- The role is honorary, and the appointment will be for three (3) years (or as determined by the Board.)
- The Candidate will be an experienced ACHSM Examiner and a current Fellow of the College.

## 17 ACHSM Management Competency Framework

Please click on the link below which will take you to the 2022 ACHSM Management Competency Framework: [Competency framework \(achsm.org.au\)](https://www.achsm.org.au/competency-framework)

## 18 Fellowship Study Group Coordinator's report on Candidate's engagement and participation

This relates to the Fellowship Candidate's contribution to the Fellowship study groups. During the ACHSM Fellowship examinations, the participation of a Candidate in, and their contribution to, the Fellowship study groups may be considered by the Fellowship examination panel and the Chief Examiner where that Candidate's performance in the examination is a borderline failure.

This form is to be completed by Fellowship Study Coordinators. Coordinators are asked to:

- Rate each of the Candidates from their Branch on the following table on a score of 1 to 10 for each item.
- Where the Study Coordinator is unfamiliar with a Candidate, please mark the cell as N/A.
- One table must be completed for each Branch and sent to the Chief Examiner before the examination.

If necessary, these ratings are used by the Examiners and the Chief Examiner in the final assessment of a Candidate’s performance and will remain confidential.

**18.1 Assessment of Candidate’s contribution and level of preparation for the fellowship examinations**

Candidate’s Name	Attendance Score 0= no attendance 10= attended all sessions	Understanding of Concepts Score 1 = minimal 10 = evidence of a high level of understanding	Preparation Score 1–3 = unprepared 4–6 = marginal 7–10 = well