



## Team Leader/Supervisor Apprenticeship Level 3 Case Study

South London & Maudsley  
NHS Foundation Trust

South London and Maudsley (SLaM) NHS Foundation Trust has partnered with Pearson TQ since November 2021 to deliver their Level 3 and Level 5 Management Apprenticeship programmes.

As the fifth cohort of apprentices prepares to begin, it stands as a true testament to the success of these programmes, offering a seamless route for progression, from aspiring leaders to middle managers.

**We caught up with one apprentice, on the Level 3 Team Leader/Supervisor apprenticeship who credits her career advancement to the programme, along with her line manager to find out more about their experiences.**

SLaM NHS Foundation Trust remains committed to investing in the leadership capabilities and behaviours at all levels. Leadership and management training is readily accessible to all managers, thereby enhancing their skills. This initiative fosters a culture of continuous improvement and transformation, equipping both staff and managers with the necessary skills to feel supported and confident in delivering outstanding care.

Pearson TQ has developed a curriculum that not only equips apprentices with new knowledge, skills, and behaviours that can be readily applied within the workplace, but also provides them with the benefits of a professional CMI accredited qualification.

Apprentices enjoy the advantages of Pearson TQ's blended learning approach, tailored to each learner's unique needs. This approach includes personalised one-on-one sessions, group training sessions, webinars, and digital learning resources. Comprehensive assessments and ongoing observations have been integral to the programme, ensuring continuous progress. Each apprentice is paired with a dedicated Pearson TQ Skills Coach, who acts as their facilitator and mentor throughout their journey. ►

We kicked off by asking our learner what made her decide to take the programme?

For **Hazel Wood**, "it was an opportunity to reach a higher level. I was a band 6 when I registered for this programme so it was an opportunity to prepare me to become a team leader and develop my career."

How have you managed to juggle the apprenticeship programme and your heavy workload?

"Working as an Advanced Practitioner, one of the challenges was having the time to do the work", says **Hazel**. "We got study days, but the pressure of work meant we didn't always have that time. At times I found it difficult to get the assignments completed so I used to do the work after work and go above and beyond what I had to do. It was difficult, but I had a supportive manager."



Next, we asked how have you found the course so far, and what benefits has it brought when carrying out your current role?

"I look at the journey I started in 2016 and my career progression to a band 8 matron and I couldn't have achieved what I have without doing this apprenticeship" says **Hazel**. "It has made me the person I am. It has boosted my self-esteem, I thought I couldn't do it, I used to shy away from things but nowadays I take anything that comes my way. I have become more confident. I've met and interacted with people higher than me and gained mentors in senior roles, so it has opened more opportunities for me to see what is out there."

**Hazel** adds "part of my role is supervision, so I had to supervise 6 people - two from each team. The course helped me with the supervision skills and what to expect, looking at my own emotional intelligence, how to remain professional and support those that need support. The apprenticeship also taught me what is expected of you as a manager and what must be done from a manager's point of view. For example, when discussing complex cases, you can get conflict, so having the knowledge around conflict management and managing that as a team leader is helpful."

Finally, we asked our apprentice, would you encourage your colleagues to choose an apprenticeship?

"Yes, and I have already recommended this apprenticeship to friends" explains **Hazel**. "If you do an apprenticeship, it encourages you to build on your strengths and weaknesses. This programme has helped me with this. I was hands on but not creative, I never exercised that creative side of myself. The knowledge and skills I have acquired with this apprenticeship has given me the opportunity to develop that other side of myself." ►



We also spoke with Hazel's line manager, **Gaitree Ramnareen** to understand the positive impact that the apprenticeship programme has had on her staff and the organisation.

What have been the programme highlights for the apprentice from your perspective?

"Hazel's leadership and management of people is definitely different" says **Gaitree**. "While she was doing the training, she had to manage a team which she did really well. She was able to do all the aspects of management with minimal supervision. The change I saw was this person growing in the role as a manager. As part of the programme, she had to be observed doing a meeting and that changed from me knowing how she would normally chair a meeting, to how she did it after the training. She was thinking through things and listening more and was able to coordinate the meeting and achieve what she needed to achieve. She has grown and has been put to the test when she managed a team on her own for 3 months. She did it beautifully and fully delivered. Hazel has got promoted to a senior post since doing her apprenticeship and she moved from one role to another really quickly."

How integral is the apprenticeship programme in developing your future talent force?

"Very integral" states **Gaitree**. "We get stagnant and sometimes we need to challenge ourselves in a good way and I have found the apprenticeship programme is an effective way of doing that."

What impact do you feel the apprentice is making because of them participating in this programme?

**Gaitree** explains "As an advanced practitioner, Hazel was put in different roles; she managed one team and then I put her in the primary care team. Her role was changeable, and she adapted well. She got embedded, she came to a different team and knew no-one, and quickly got to know people and carried them with her." She adds, "for me, it helped a lot as I couldn't have done that without her. If Hazel wasn't flexible, then I would have had to fill these gaps. She has already set the precedent for the new person to come in and she has done it for herself and for the Trust, she saw the bigger picture through the training. She is doing amazingly well with what she has learnt."

How has Pearson TQ added value to your apprenticeship delivery journey?

"Pearson TQ has the right approach" says **Gaitree**. "The programme is a good blend of online and face-to-face contact, both theoretical and practical so it's been the right balance with lots of support. Tutors are really knowledgeable and if you get stuck, you get the help and support. Having the human contact is really important. When you have someone leading you through the training it definitely makes a difference." ■

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