

## Creating a space for employees to feel heard at Glassmoon Services

Glassmoon Services, a rapidly growing start-up, has expanded from a team of 20 in 2021 to 125 colleagues in just three years. As a new organisation, one of the biggest challenges was ensuring pay and conditions were equitable, particularly in comparison to larger organisations with more staff. Establishing a fair pay approach and ensuring financial wellbeing became essential pillars of Glassmoon's colleague wellbeing model. However, attracting and retaining staff remained difficult, as many were drawn to healthcare roles with different pay structures and conditions.

When Mark Kite first joined Glassmoon Services, his initial focus was on reviewing the learning and development strategy. Recognising Mark's extensive sector experience, the CEO then tasked him with exploring the Care Workforce Pathway. Becoming an Early Adopter of the Pathway provided a universal framework, offering greater clarity around workforce structure, job expectations, and career development opportunities.

Using the job mapping toolkit, Mark analysed competencies and found strong alignment between Glassmoon's expectations for staff and the Pathway's role category descriptions. In cases where the match wasn't clear on paper, he consulted with colleagues to refine job descriptions and documentation. This included integrating Glassmoon's 'Tenets of Culture', co-production principles, and policies into the process. While this required an investment of time, it created a golden thread of messaging that resonated with colleagues and reinforced a sense of pride in their roles. To maintain alignment with the Pathway, a group of colleagues meets monthly to review progress, ensuring a collaborative and co-produced approach to workforce development.

With job expectations clearly defined, Glassmoon Services introduced structured career conversations to help colleagues assess their skills, identify gaps, and set professional goals. These discussions focus on both short- and long-term aspirations, providing tailored support for individual development. The organisation is now working towards holding career conversations every six months, embedding personal growth and career planning into everyday practice.

Glassmoon Services has also taken steps to enhance training opportunities. As part of their workforce development strategy, they are sourcing a training provider to oversee quality assurance for the Level 2 Care Certificate, enabling the organisation to assess and support staff through the qualification in-house.

The introduction of clear structures and policies, underpinned by the Care Workforce Pathway, has created a consistent and transparent approach across the colleague lifecycle. Employees feel heard, valued, and recognised for their contributions. Career conversations have been particularly impactful, with many staff reporting increased job satisfaction and a stronger connection to their roles. In some cases, employees who had considered leaving decided to stay, demonstrating the Pathway's role as an enabler for retention.

Glassmoon Services' commitment to fair pay, career development, and staff wellbeing has not gone unnoticed. Their work in workforce development was recently recognised with an award from 'Proud to Care Cornwall', cementing their reputation as a trailblazer in employee experience. By embedding the Care Workforce Pathway into their organisational culture, Glassmoon Services continues to set a high standard for supporting, developing, and retaining talent in adult social care.