**Operational Steering Group (OSG)**

**Date: Tuesday 11 June 2024**

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| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Vickky Irons | VI | Project Manager | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration & Sustainability |
| Nicky Neef | NN | Head of Corporate Services | City Property |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Brian Smith | BS | Unison Lead |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Mandy McDowall | MM | Unison Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Graham McNab | GM | Unite Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |
| John Slaven | JS | GMB Representative |  |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Leigh Morgan | JE | Notes | Chief Executives |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Gena Howe | GH | Job Evaluation Project | Chief Executives |
| Cara Stevenson | CS | GMB Lead |  |
| Geraldine Agbor | GA | GMB Representative |  |
| Lorna Goldie | LG | Finance Manager (City Deals) | Education |

| **Notes** |
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| 1. **Previous Notes**
	1. Notes from previous OSG meeting approved.
	2. There was 1 action, which has been completed.
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| 1. **Benchmark Job Overview Document (JOD) Tracker Analysis**
	1. AT summarised the paper issued in advance of the meeting and confirmed the following:
* The Non-Consensus figures have now been added to statistics.
* Overall, the Non-Consensus JODs aren’t preventing progress on generic JODs, minimal impact is expected.
* The JE Lead Analysts are in the process of contacting the services to discuss the factors that haven’t been agreed in the Non-Consensus JODs.
	1. GM highlighted the BM035 Driver (Special Needs) position, where all 5 job holders haven’t agreed the JOD. AT advised that the non-agreement is in relation to the application of the JE scheme rather than the job role.
	2. BS requested further information regarding the reasons that JODs haven’t been agreed other than the application of the scheme.

**ACTION 1:** AT to provide the reasons that JODs haven’t been agreed.* 1. EC queried the next step for the BM035 Drivers. AT advised the service managers will be contacted to obtain the necessary information to finalise the JOD. EC queried when this would happen as concerns have been raised previously. PM advised that all cases will lead to an escalation with the relevant service. The service will explain the role to the JE team as the employer has the responsibility to spell out requirements of the job. AT confirmed that the non-agreement for the BM035 position is in relation to the application of the JE scheme rather than the understanding of the job content.
	2. PM highlighted that there is only 1 job out of 113 where all job holders haven’t agreed the JOD. EC highlighted that this is an issue as 100% of the job holders haven’t agreed the JOD. JB advised that a deeper understanding of some of the roles that aren’t agreed may be required. AT advised this will be done during the non-consensus escalation.
	3. GM suggested that the paperwork for the Non-Consensus JODs be reviewed. RD offered to review this. CH raised some other positions where the JOD paperwork could benefit from being reviewed.

**ACTION 2:** RD to review the paperwork for the BM035 (Special Needs) position.* 1. JB noted that she would like to acknowledge how far the JE project has progressed, with only 25 Non-Consensus JODs across all Benchmark jobs.
	2. CS noted that he felt it would be worthwhile looking at the percentage of Non-Consensus JODs.
	3. JB noted that it would be helpful to understand why there is a disagreement, analyse this information and feedback to the OSG.

**ACTION 3:** Non-Consensus reasons to be reviewed and fed back to the next OSG. - AT* 1. AT gave an overview of the Generic JODs. While not all individual JODs haven been agreed, development on generics JODs is ongoing with 30 variations identified. All JODs are draft documents at this stage. The JODS in progress are close to completion and the piece of work is progressing well. Cross hub consistency checks are scheduled to ensure that the scheme is applied consistently across the different JAT teams and across services.
	2. CS queried the number of BM positions. AT advised that there are 113 across Grades 1 – 8 and further positions for Grade 9 and above.
	3. CH raised a query regarding new positions and service reforms. AT advised that service reform can and do progress during the lifetime of the Job Evaluation process. Where job title changes, these are managed within the JE team, however in the event of a change to the demands of a job this may require further information gathering. RD advised that the team have picked up some job changes during the generic JOD work. The team are collating questions for clarification with services.
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| 1. **Unique Positions Breakdown**
	1. AT gave an overview of the unique positions. The current number is 957 positions, although ongoing review may result in some further amendments. The highest concentration of jobs and jobholders is at grade 7. There are 1386 job holders in total who categorised as “unique”. It was recognised that while some concern has been expressed regarding non-PC facing staff and their access to facilities to participate electronically, the majority of job holders should be able to view an online briefing and complete a questionnaire to support participation.

* 1. BS raised that Glasgow Life and Chief Executives have a high volume of unique positions compared to the number of employees. AT advised that there are over 2000 job titles in SAP, this is an average of 1 job title per 12 – 13 employees. As an organisation this must be managed in future.
	2. BS raised that there is a disproportionate number of managers compared to the number of job holders and lower numbers in some services to oversee the JE process. AT advised this is a known issue for the verification of unique JODs. NN advised that one third of the City Property workforce are in a unique position. PM advised that City Property and Glasgow Life are different organisations and will be different to GCC services. AT advised that there is further scope to map positions before unique communications are issued.
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| 1. **Unique Jobs Launch**
	1. AT advised that a communications briefing for managers has been developed and ready for publishing. AT gave an overview of required manager involvement. The support team are prepared for receipt of questionnaires. No evaluations will be scheduled at this point. Lists of unique jobs have been created and will be published.

AT outlined the process for unique job holders participation evaluation: * Job holders will view an online briefing, complete and submit a questionnaire to the JE team.
* The JE team will collate the questionnaires and allocate to analysts. Early returns of the questionnaires will provide an understanding of how many evaluations will require questionnaire based evaluation and how many via consultation with the service.
* Analyst pairs will be allocated related groups of questionnaires for evaluations. A sample of quality checking interviews will run in parallel the desktop exercise.
* The JOD will be produced and agreed in the normal manner.

Quality checking interviews will be applied to a random selection of questionnaires or to specific identified jobs.JB advised that interim reminders will be required to remind people of the deadline to submit questionnaires.  * 1. SH raised a concern regarding the dates for Education due to the summer holiday. AT advised there will be a pragmatic approach to the submission date.
	2. BS raised that 50 positions need to be selected for interview across different departments. Workload management will be required for line managers who will have to deal with multiple JODS. BS asked for an estimated date for the completion of the JODS. AT advised that is difficult to predict as it is unknown how many responses we will receive. JB advised that capacity is being discussed in Glasgow Life and services can start to consider facilitating JODS once the unique stage is launched.
	3. PM advised that senior officers in all services met last week to set up delivery boards for each service to help deliver Job Evaluation. They will play a huge role in implementation and will take forward actions from the OSG.
	4. JS requested information on the process for positions where questionnaires aren’t returned. AT advised existing documents such as structure charts and person specifications will be considered and managers will be consulted. JB advised that as participation is voluntary alternative evaluation arrangements are required. JS raised concerns that there will be a greater distance from the information if we use a different methodology. JS queried the appeals process for positions where questionnaires aren’t returned. RD advised there will only be one appeal stage and process.
	5. MM raised question regarding the timetable for the unique positions and numbers involved. AT advised the communication will go to all managers next week, managers will check their teams for staff in unique positions and brief them, job holders will then have until 23 August to watch the online briefing and complete a questionnaire. Questionnaires received after 23 August will still be accepted. Requesting them earlier provides the opportunity quantify how many questionnaires are received before evaluation commences. And therefore how many jobs may need an alternative process. It will also allow the grouping of allocation of questionnaires for allocation to analysts. Analysts will continue to work in pairs (1 Senior Analyst and 1 Job Analyst) and will input the information to Gauge. There will be a JOD discussion meeting which will give individuals the chance to discuss discrepancies. If no questionnaire is returned the analysts will use existing documents and consult with services.
	6. MM raised a concern that there will be difficulties delivering this over the summer due to leave and staffing etc. we need to be mindful of this and make room to go back to people to get them engaged. AT advised that 23 August isn’t the final deadline and we won’t start evaluating straight away. JB advised it is the responsibility of managers to advise if people have leave or just don’t want to engage. The new delivery boards will provide support. CS raised concerns that the summer is the worst time for this stage and there is a need to remember that even if we receive a high response there will still be people who haven’t responded.
	7. CH raised that the questionnaire wasn’t a large focus in the BM and SB stages but is now the main focus for unique jobs. Therefore some people may need a lot of support with the questionnaire so this could be a barrier. JB advised that support will be available. RD advised that job holders can contact the JAT for support if necessary. JS queried whether we were using the questionnaire only option to save time and suggested it could actually take longer with the need to clarify information. RD advised that it would be quicker. CS raised concerns regarding the quality of the information especially if people are completing the questionnaire quickly. RD advised the team will contact the job holder if they think information is missing. AT advised that the JOD verification process will confirm that the information recorded is accurate.
	8. SH raised that some Education staff will be in work during the summer but their managers will be off. Managers appointed to oversee JE will know who is term-time.
	9. AT advised that the next step is for the JE analyst team to be briefed.
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| 1. **AOCB: Recruitment**
	1. GM raised concerns regarding recruitment and queried internal promotions opportunities and agency staff being trained by JE staff. There are concerns about timescales being pushed back and the JE team being blamed. JB advised the OSG will not blame the JE team for deadlines being pushed back. JB advised that she previously met with the team and discussed issues with them.
	2. AT advised he was aware of JAT Team concerns and advised that recruitment is required to resource the evaluation of for the unique jobs and matching stages. As training for analysts will take time, recruitment must start now.
	3. AT advised that current analysts are able to apply for the senior vacancies. The interviews will be competency based. Internal applications have already been submitted.
	4. PM advised that Christine asked for capacity to be increased. Rosie Doherty is the only person who will deliver training. We need to ensure that we have the appropriate resources as the timescales are not being moved and increasing capacity is to move things along. PM advised that the existing JE team are highly valued.
	5. RD advised that recruitment/secondment with suitable experience can be difficult so external recruitment is necessary.

**Communication of implementation date*** 1. BS queried the process and timescales to communicate the implementation of the pay and grading scheme to the workforce. MM raised concerns regards meeting the deadline and advised that the JAT feel the pressure of working to the communicated implementation date and that senior council management needs to understand the difficulties in meeting the date that has been set. RD advised that all parties need to be realistic and manage expectations. PM advised that the message has been articulated at senior meetings and he will feed concerns back to the Resolution Group. AT advised that he recognises the concentrated efforts to produce generic JODs is intense but does not get the sense that any pressure is experienced due to the communication of an implementation date. CS advised that the focus for communicating the expected delivery of the new pay scale should be on the workforce.

**Appeals*** 1. JB advised that the subgroup met last week to discuss the appeals process. Unions will discuss and hopefully there will be a conclusion in the next OSG. GM advised he has attended appeals training and would recommend a shorter version for the OSG members.

**ACTION 4:** JB to organise date for appeals training for OSG. |
| **Date of next OSG:** Tuesday 9 July 2024 |