**Operational Steering Group (OSG)**

**Date: Tuesday 6 August 2024**

**Present:**

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| **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 |
| Gena Howe | GH | Job Evaluation Project | Chief Executives |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Vickky Irons | VI | Project Manager | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Nicky Neef | NN | Head of Corporate Services | City Property |
| Lorna Goldie | LG | Head of Resources | Education |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Derek Noble | DN | Head of Corporate Services | Health and Social Care Partnership (HSCP) |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration & Sustainability |
| Cara Stevenson | CS | GMB Representative |  |
| Mandy McDowall | MM | Unison Lead |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Graham McNab | GM | Unite Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Julie Emley | JE | Notes | Chief Executives |

**Apologies:**

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| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Geraldine Agbor | GA | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Colette Hunter | CH | Unison Representative |  |

| **Notes** |
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| 1. **Previous Notes**    1. Notes from previous OSG meeting approved. |
| 1. **Benchmark Job Overview Document (JOD) Tracker Analysis**    1. AT summarised the paper issued in advance of the meeting and presented slides confirming the following in relation to non-consensus:  * This is a very small proportion of what has been agreed and we are hopeful that some of the non-consensus JODs will be cleared. * This is mainly due to job holder disagreement with application of the scheme and mostly based on one or two factors except for one position where there is disagreement on multiple factors. * There is one position within Glasgow Life that has reached this stage due to an internal service issue. JB confirmed the issue within Glasgow Life is being investigated internally. * The Job Analyst team are satisfied the scheme has been applied correctly but we may not always get to a position where the job holder agrees. * Meetings have been taking place with the services so they can clarify the tasks and activities to allow the analysts to apply the scheme. * Outcomes need to be evidence based and factual.   1. EC queried what safety protocols are in place for job holders at non-consensus stage and asked if the appeals process still applies to them. AT advised the appeals process does still apply but explained information gathering, consistency checking, quality assurance, JOD facilitation meetings and matching are all safety nets before appeals.   2. CHS highlighted there is still concern regarding non-consensus where lower volumes of job holders have been interviewed and emphasised the importance of the OSG understanding the reasons why there are disagreements.   3. SS emphasised the work and time taken throughout the JOD process by all involved to help people understand the language of the scheme.   4. JB confirmed the update was helpful and asked for the slides to be issued to the group with any questions around specifics to be sent directly to AT. JB emphasised the need for confidentiality where specifics are reviewed by the OSG as this may involve looking at individual cases. AT and RD explained the need to be mindful when considering non-consensus cases as the analysts are scheme trained and are the experts.   **ACTION 1:** AT to issue slides to OSG. |
| 1. **Unique Positions Update**    1. AT referred to the slides and provided the following update:      * 29 Questionnaires have been received so far covering 23 jobs. * There has been 1 request for support so far. * The target date of 23 August 2024 is being worked towards and AA will be consulted with regarding communications next steps. * There is no nomination process for volunteers. If a unique job holder wants to participate, they should submit a questionnaire. * At the point of Job Evaluation categorisation, all positions classified as unique would have had 5 or less job holders in post. There are now a few exceptions to this where there has been a slight increase beyond 5. As job holder volumes can fluctuate, these positions have not been re-categorised.   1. CS explained there are still members that are nervous about completing the questionnaire by the target date. AT and JB confirmed a pragmatic approach is being taken to this date. JB explained the importance of the role of the service and manager in this process and the need for a balanced approach to local communications and requirements as this is a voluntary process. SS agreed with service accountability and explained the value of the facilitation meetings should be promoted rather than still discussing interviews.   2. The Trade unions advised there is still a need to fully understand what happens when questionnaires are not submitted and asked for the mapping document that was discussed at the previous meeting to be provided. PM confirmed the managers briefing contains this information. CHS advised the process document is still required to fully understand the different scenarios.   3. The Trade Unions queried where the safety nets are for unique positions with the change in approach and stated it may result in more appeals. AT advised the appeals process does still apply and explained information gathering, consistency checking, quality assurance, JOD facilitation meetings and matching are all safety nets before appeals.   4. EC asked where the gaps are so areas can be targeted to encourage job holders. AT confirmed targeting is currently needed across all the services due to the low numbers returned so far. JB advised it would be useful to know how many people are asking for an extension and suggested the services may be able to gain an insight into the number of job holders that have advised they won’t be completing a questionnaire.   5. CS queried what happens where job holders really want an interview. AT clarified questionnaires need to be submitted to be included in the interview sample, unless a need for reasonable adjustments is identified. RD acknowledged that the questionnaire can be off putting but highlighted the job holder is not held to what they write, it is just a tool to support the analysts with information gathering.   6. RD reminded the Trade Unions they may want to identify some jobs upfront for the interview sample and supply them to AT for consideration. MM confirmed the Trade Unions will start supplying some jobs for the next OSG with more to follow afterwards. MM explained the Trade unions have not felt entirely comfortable with the change in approach for unique positions but compromised at the time because of analyst resourcing. MM suggested it may reach a point where more interviews are required than anticipated.   **ACTION 2: AT to provide scenario mapping document** |
| 1. **Benchmark Rank Order Update**    1. AT referred to the slides and confirmed the following:  * Work is progressing well with the draft rank order of jobs. * Meetings are going well with the services with some queries being raised. * We are currently working on a service-by-service basis. * The draft rank order of jobs will be presented to the OSG 3 September 2024. * Full day diary appointments have been scheduled for detailed discussions. * Analysts may attend the discussions to talk through the detail where required.   1. RD advised the following: * It is important to remember that the rank order of jobs should look different to how it is currently with a clear explanation for the change. * There is a need to consider the claimant and comparator jobs when reviewing the rank order. * The benchmark rank order of jobs is a representative sample of the council and will be used by pay and grading to start their work, the secondary benchmark data follows next to test the pay and grading structure with unique positions to follow on. Pay and grading will look at the move from WPBR to the new rank order. * Organisation charts may be useful for the sessions. * The OSG is the group that needs to determine the rank order of jobs and signs off to confirm you approve the application of the scheme.   1. PM explained time needs to be put aside to review, consider, and submit queries in advance of the discussion dates as well as analyst time to assist with the queries. PM asked the Trade Unions to supply a list of the representatives they may need to assist them with the discussions. RD emphasised additional representatives must fully understand what is involved and what the key messages are before participating.   2. The Trade unions emphasised this will be a difficult process for them and asked for the following to help provide some comfort: * Reassurance that the scheme has been applied consistently across the services. AT confirmed the scheme has been applied consistently. * Scores and supporting background information. RD confirmed the information can be put into context. * Assurance that the analysts are happy with what is being supplied to the OSG for consideration. * Non consensus detail. * Local guidance. RD confirmed this has been worked on and can be supplied.   1. PM highlighted this is a highly confidential process, and emphasised all involved must adhere to confidentiality. RD concurred and explained the dangers of misinformation and assumptions should this information be released. RD also highlighted it is not appropriate to share information with other councils as comparisons cannot be made against Glasgow. The Trade Unions explained the information will be contained as much as possible but advised they do need to share information through their reporting structures. |
| 1. **AOB: Appeals**    1. PM sought clarification from Unison and GMB on when they will confirm their position on the Appeals Procedure. CHS, Unison and CS, GMB confirmed that they will confirm by end of week/early the following week. Unite has already confirmed their agreement.    2. JB advised a date for appeals training will be organised for nearer the end of the year. |
| **Date of next OSG:** Tuesday 3 September 2024 |