**Operational Steering Group (OSG) Subgroup**

**Date: Tuesday 7 March 2023**

|  |  |  |  |
| --- | --- | --- | --- |
| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Lynn Norwood | LN | Head of Human Resources | Chief Executives |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Lorna Goldie | LG | Head of Resources | Education |
| Derek Noble | DN | Head of Corporate Services | Health and Social Care Partnership (HSCP) |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sean Baillie | SB | GMB Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Colette Hunter | CH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Naghat Ahmed | NA | Project Manager | Chief Executives |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Brian Smith | BS | Unison Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |
| Geraldine Agbor | GA | GMB Representative |  |
| Mandy McDowall | MMcD | Unison Lead |  |
| Wendy Dunsmore | WD | Unite Lead |  |

| **Notes** |
| --- |
| 1. **Secondary Benchmark and Unique Jobs**    1. AT explained he would be talking through the slides issued in advance of the meeting. AT highlighted additional slides have been added since issuing to incorporate group interview plans for a limited number of benchmark jobs. AT confirmed the revised slides would be issued to the OSG after the meeting.    2. The Trades Unions expressed concern at the prospect of utilising role profiles as an alternative mapping method due to the reliability of their content and association with the current scheme Workforce Pay and Benefits Review (WPBR). AT noted concerns around links to WPBR but explained role profiles would just be the starting point to allow us to consider a different way of identifying jobs which may be grouped together. AT emphasised this is just about considering if there are potentially more groupings within the same grade and role profile. RD highlighted this was not the method used to establish the original groupings but explained it could be a starting point to test and see if the results come out the same. CH queried why this approach was not used to begin with. RD advised the starting point for benchmark positions was to ensure it is a representative sample covering all service areas, current grades and the key equal pay claimant and comparator positions.    3. SS advised there would be benefit in the Managers reviewing accepted positions within role profiles as an alternative mapping method to see if there are possibilities that can be shared with the OSG.    4. AA highlighted new agreed approaches need to be carefully explained to staff so they understand the context. RD concurred.    5. The Trades Unions raised concerns regarding the proposal of desktop evaluations predominantly being by questionnaire/role profile under information gathering for unique jobs due to the differences between the questionnaire and routes on Gauge. AT and RD explained there are safeguards in place through Analyst queries, quality assurance and line manager verification.    6. SB queried the regularity of Analyst cross hub consistency meetings due to feedback he has received. AT confirmed cross hub consistency meetings are scheduled and do occur regularly. SB noted that these meetings are not reflected in the current version of the workplan    7. The Trades Unions raised concern regarding service reforms which are happening across the council and the impact this has on job evaluation data. LN explained this process is currently assessed against WPBR but will feed into job evaluation at some point. LN confirmed there will be large changes through service reforms and emphasised the need to close the gap on time by completing job evaluation without compromising the integrity of the scheme. RD stressed the matching communication issued to job holders needs to reflect what job holders do at that date and not what they did at a point in time. AT advised Human Resources review their data monthly from SAP to capture gaps in information. LN confirmed she could look at reporting mechanisms to allow better visibility for job evaluation purposes.    8. JB explained the need to consider different approaches to manage volumes and timescales without undermining the integrity of the scheme. JB advised she would be supportive of the services carrying out a review of potential further groupings based on role profile with their suggestions and justifications provided in advance of the next OSG to allow further consideration and discussion. The OSG agreed to this proposal. 2. **ACTION:** AT to issue revised slides to OSG before the next meeting. 3. **ACTION:** Service review of accepted positions in each role profile required to identify if positions may be grouped based on common characteristics of their role profile and with similar job demands. OSG Management representative suggestions and justifications to be provided to AT by Friday 17 March 2023. |
| 1. **Benchmark Jobs – Group Interviews**    1. AT referred to the slides and confirmed group interviews will be scheduled in April for five benchmark jobs where there is a small number of volunteers already available. AT advised there is capacity for more volunteers if names can be supplied in advance of the briefing on the 20 March 2023. RD indicated that for BM jobs, ideally job holders participating in the group interview would complete their own questionnaire but can meet to complete one questionnaire for their group, if this would be preferable. For non-benchmark jobs there is more focus on the generic demands of the job and therefore less need for members of a group to complete individual questionnaires.    2. AT advised the Analysts will be trained at the end of March on the facilitation of group interviews in advance of the first group interview. RD confirmed BM001 Home Carer and BM008 LES Operative 2 role profiles will be used for the training session.    3. CH advised there may be catering and cleaning job holders that are interested in participating as a group. |
| **Date of next scheduled meeting:** 21 March 2023 |