**Operational Steering Group (OSG)**

**Date: Tuesday 24January 2023**

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| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Naghat Ahmed | NA | Project Manager | Chief Executives |
| 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 |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sean Baillie | SB | GMB Lead |  |
| Brian Smith | BS | Unison Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Colette Hunter | CH | Unison Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Julie Emley | JE | Notes | Chief Executives |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Lorna Goldie | LG | Head of Resources | Education |
| Geraldine Agbor | GA | GMB Representative |  |
| Mandy McDowall | MMcD | Unison Lead |  |
| Wendy Dunsmore | WD | Unite Lead |  |
| Jean Kilpatrick | JK | Unison Representative |  |

| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Project Plan**     1. BS referred to the previous note to reinforce concerns regarding timeframe pressures feeding into job evaluation from separate workstreams. BS specified October 2023 is the date associated with compensation payments, not the deadline for job evaluation and highlighted the need for this to be acknowledged before confidence issues arise within the workforce by communicating unrealistic deadlines. LN confirmed October 2023 is the date we are being asked to work towards but will provide this feedback. LN clarified there is a need to review the project plan to see where we are currently and what can be done to progress without undermining the integrity of the scheme.    2. SB queried the status of the project plan and asked if October 2023 is now reflected. JB advised the project plan is not on the agenda, but it will be added on for the next meeting.    3. SB queried if Managers on the OSG are now involved in Pay & Grading. JB confirmed she is not but advised other members may now be involved.    4. JB highlighted the focus of the OSG is job evaluation and producing a rank order of jobs but acknowledged the involvement the Trade Unions have in different workstreams running parallel to this project. JB confirmed there will be discussion with the other workstreams to see how governance arrangements feed into one another.   **ACTION: Project Plan to be reviewed and added to the agenda of the next meeting (NA)** |
| 1. **Analysis of Benchmark Job Interview Statistics**    1. AT presented the document and explained the proposal. AT clarified the document will be issued after the meeting to allow further discussion.    2. JB confirmed illustrative sample sizes should remain unchanged if the approach is approved to provide an audit trail as to why pragmatic decisions have been made. AT agreed.    3. SS welcomed the information and asked if this could be utilised within the service to help encourage participation. JB advised the paper is not ready to be shared but asked SS to contact AT to discuss what data could be made available to them.    4. Unison raised concern regarding key equal pay jobs and high-volume positions with less than 5% interviewed and requested clarification around the percentages interviewed within the document. RD advised 5% is statistically significant but explained it would be useful to understand from the Analysts if they feel they have gathered enough evidence to feel confident they do not need to interview further job holders. RD clarified where evidence suggests there are variations more work needs to be done and stressed it would not be acceptable to consider the proposed approach for positions where only one job holder has been interviewed.    5. AT emphasised the importance of obtaining Analyst views on positions to establish if further interviews are required based on levels of consistency. AT explained quality assurance is taking less time for certain positions which could potentially be an indicator of consistency. LN stated this approach would help move forward by allowing different conversations rather than basing decisions purely on statistics.    6. JB confirmed an interim meeting will be scheduled to facilitate further discussion. SB queried the purpose of another meeting to discuss the proposal without feedback from the Analysts to inform decisions. AT specified the intention would be to gain the views of the Analysts ahead of the meeting if this would be agreeable. EC confirmed the views of the Trade Union Analysts will be a requirement. LN explained all Analysts are trained to the same standard. BS stated this should not be discussed with the Analysts at this point. JB asked the OSG to review the document and feedback to AT and RD before the next meeting with any queries. JB emphasised the need to start making decisions at the OSG and progressing.   **ACTION: Analysis of Benchmark Job Interview Statistics to be distributed in advance of the next meeting (AT)** |
| 1. **Job Overview Document (JOD) – Verbal Update**    1. AT outlined the considerations which have resulted in an amendment to the principles of issuing JODs. AT confirmed this has been discussed with the Analysts.   Considerations   * Some Senior Analysts have left the team, therefore this a requirement to reallocate their JODs. * Due to Job Holder cancellations and reschedules, a disparity between the number of interviews conducted by each Analyst has emerged. * Some Managers have multiple JODs to discuss with multiple Analysts. * Some Managers have multiple JODs to discuss with a single Analyst.   Principles to issuing JODs   * Leavers JODs will be reallocated. * Where a Senior Analyst has a disproportionately high number of JODs to discuss, some will be reallocated to spread the load more evenly. * Where a Line Manager has multiple JODs to discuss with multiple Senior Analysts in relation to a single Benchmark Job, these will be re-allocated to a single Senior Analyst. The Senior Analyst allocated will have conducted at least one of the interviews that relate to the identified Line Manager. * In all cases conflict of interest will be observed.   1. AT confirmed there are 800 completed interviews with JODs to be agreed and JOD discussion meetings are being scheduled by the Analysts with the aim of all first meetings taking place by the end of March 2023. AT emphasised JODs are currently the priority so only a limited number of interviews are being scheduled to ensure the workload is manageable across the team. |
| 1. **Appeals Process**    1. JB introduced the agenda item.    2. EC confirmed there is no change for Unite.    3. BS confirmed this topic was discussed at the pay and justice committee and explained although appeals are not in the imminent future, there are issues that need to be discussed and agreed in relation to Trade Union participation and support.    4. JB confirmed appeals will remain as an agenda item. |
| 1. **Generic evaluation Job Overview Document (JOD) Example**    1. AT presented an example of the mechanisms behind a generic JOD. AT confirmed the document would be distributed afterwards.    2. The Trade Unions raised queries relating to some of the calculations. AT explained for the purposes of the example, it only shows the figures after verification not before. RD advised the complete picture should be demonstrated to clearly reflect the audit trail and affected changes. AT confirmed the example will be updated to incorporate before and after verification before distribution.    3. BS asked for clarification on the calculation protocols where there is a 50/50 split in points and provided an example. RD provided a response based on the example. BS asked for the methodology behind this to be confirmed in writing.    4. BS highlighted differentiating between a driving licence being essential for a role and job holders using a car to manage their workloads may be an issue for Managers. RD explained this should be discussed with operational Managers so what happens operationally can be linked with job evaluation.   **ACTION: Updated example and expanded version of working environment factor to be issued (AT)** |
| 1. **Risk Register**    1. NA confirmed no new risks have been added to the risk register.    2. LN referred to lessons learned and queried if this can now be removed from the risk register given that the previous Head of Human Resources has now left, and things have moved on through the partnership commitment and a willingness to work together. The Trade Unions confirmed they would be uncomfortable with this being removed entirely. BS suggested lessons learned is probably a risk across all parallel workstreams rather than just job evaluation. RD advised this should remain as a risk from a methodology point of view. JB confirmed this will remain on the risk register but can be revisited. |
| 1. **SJC Scheme**     1. The Trade Unions are seeking guidance from the technical working group on the SJC Scheme and COVID related duties. This is a standing item and updates will be provided by RD on this matter. |
| 1. **Lessons Learned**    1. Lessons learned is a standing item on the note until an update is received. |
| 1. **AOCB: Contract Extensions**    1. LN confirmed a proposal to extend job evaluation team temporary contracts until 30 September 2023 will be discussed at the next workforce planning board 01 February 2023. LN will communicate the outcome as quickly as possible afterwards. |
| 1. **AOCB: Council communication seeking volunteers for group interviews**    1. BS queried when the communication for benchmark job holder group interviews will be issued. AT confirmed EC provided feedback for the letter which is helpful and will be incorporated but clarified the focus is currently on JODs. |
| **Date of next scheduled meeting:** Tuesday 7th February 2023 |