**Operational Steering Group (OSG)**

**Date: Tuesday 19th April 2022**

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| **Present:** |  |
| Jan Buchanan (Chair) | Director of Finance and Corporate Services, Glasgow Life |
| Naghat Ahmed | Project Manager, Chief Executive |
| Lynn Norwood | Senior Strategic Human Resources Manager, Corporate HR |
| Alan Taylor | Job Evaluation Manager, Corporate HR |
| Angela Anderson | Senior Communications Officer, Chief Executive |
| Lorna Goldie | Head of Resources, Education |
| Andy Waddell | Director of City Operations, Neighbourhoods, Regeneration and Sustainability |
| Christina Heuston | Assistant Chief Officer (HR), Health and Social Care Partnership |
| Stephen Sawers | Head of Service, Financial Services |
| Sean Baillie | GMB |
| Geraldine Agbor | GMB |
| Sylvia Haughney | Unison |
| Brian Smith | Unison |
| Eddie Cassidy | Unite |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** |  |
| Mandy McDowall | Unison |
| Colette HunterWendy Dunsmore | UnisonUnite |
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| **Notes** |
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| 1. **Previous Note**
	1. Previous note approved
	2. The OSG officially welcomed Lorna Goldie as a member and thanked David McLelland for his contribution to the group. Lynn Norwood confirmed that the Terms of Reference (TOR) will be updated to reflect this change.
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| 1. **Trade Union Briefings**
	1. Alan Taylor confirmed the following:
	* 2 sessions delivered in March for Unison
	* A session is scheduled with Unite for the 27th April
	* The date still needs to be agreed by GMB for their session
	1. Brian Smith confirmed the sessions helped with the understanding of the different methods but explained that there is still some anxiety around secondary benchmarks being treated differently. Brian clarified that once the other Trade Unions have had their sessions Unison will be ready to discuss further.
	2. Jan Buchanan confirmed that the GMB session should take place before the next sub- group meeting to allow further discussion on the matching options. Sean Baillie agreed.
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| 1. **Matching Process Options Paper Sub-Group Update**
	1. Jan Buchanan clarified that as the sessions with the Trade Unions had not taken place before the sub-group discussions could not progress.
	2. Brian Smith highlighted that the current volumes of unique positions would indicate a large piece of work which would significantly impact the timescales. Alan Taylor advised that this would be planned out once the options have been agreed and explained that the accepted positions piece of work being carried out by the services will help give a better understanding of position volumes.
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| 1. **Job Overview Document (JOD) Process paper and slides**
	1. Alan Taylor explained that 2 sessions were provided by Rosie Docherty for the Analysts as result of concerns raised at the sub-group. Alan advised the following:
	* The first session provided clarity on the implementation of the process.
	* The second session covered the types of issues the Analysts might face during the discussions.
	* Most of the questions addressed at the first session were then raised again at the second session.
	* Feedback was mixed across the team with some Analysts still feeling uncomfortable with parts of the process and some feeling that an Analyst should also be in attendance with the Senior Analyst at the meeting, however, the reasons behind the approach were explained in detail.
	* Clarity on the approach was provided and fully explained.
	1. Brian Smith queried the use of just the Senior Analyst at the meeting and not the Analyst pair. Alan Taylor confirmed that after the discussion has taken place about potential changes, the Analyst pair would go through this on Gauge and if there are queries at this point it would go back to Quality Assurance as an extra check. Alan also clarified that where an interview has been more complex, the Senior Analyst may choose to speak to the Lead about having the support of the other Analyst there, however, this should be by exception.
	2. Rosie Docherty advised the manual suggests that it is the job holder and line manager who agree what needs to be changed, however, there may be a need in Glasgow to go back to a wider group first. Rosie emphasised the need for confidence in the information gathering for audit purposes.
	3. Rosie Docherty explained that the Analysts are particularly nervous about JODs associated with their earlier interviews as they were less experienced at the point of carrying them out. Rosie advised that their skills need to be developed to facilitate the discussions. Alan Taylor confirmed that planning is underway for facilitation skills training.
	4. Eddie Cassidy confirmed he has been made aware of concerns within the Analyst team over bias towards management. Eddie stated reassurance is needed to ensure appropriate checks are in place. Rosie Docherty stressed that there should not be any bias, either towards management or the job holder, and explained that everyone needs to be clear that it is purely about establishing facts.
	5. The Trade Unions queried if consistency checking is taking place and asked if all Analysts are involved. Alan Taylor clarified that all Analysts are still at the information gathering stage and stressed that nobody is excluded from this process. Alan highlighted that a cross section of the Analysts and grades are involved at cross hub meetings. Alan confirmed that queries have been raised about consistency across the hubs and explained that the Leads are now having discussions with their teams to compile a list of the potential issues. Alan advised that this information will be sent to Rosie Docherty so that potential issues can be clarified, and appropriate outcomes identified.
	6. Sean Baillie highlighted that the GMB do not have a Senior Analyst which excludes them from certain parts of this process. Sean confirmed that if this transpires to be integral this will be challenged formally.
	7. Jan Buchanan recognised that there will be nervousness around this stage of the process and welcomed the checks and training being put in place. Jan confirmed that concerns will be kept under review as we progress. Brian Smith agreed there is a need to see how this works in practice.
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| 1. **Equality Impact Assessment (EQIA) Update**
	1. Alan Taylor confirmed the following:
	* The EQIA was originally brought to the group last year but has been delayed due to a variety of factors.
	* The team linked in with equalities groups across the Council.
	* We are now confident that the protected characteristics have been addressed.
	* The documents will go on Connect and featured in the comms.
	1. Sean Baillie queried who is in the team. Alan Taylor confirmed that it is made up of a cross section of the Analysts, led by Jean Walker. Sean Baillie asked for the documents to be shared before they are published. Alan Taylor confirmed that this would be fine.

**ACTION: EQIA documentation to be shared with OSG (Alan Taylor)** |
| 1. **Benchmark Jobs Statistics**
	1. Alan Taylor summarised the document and explained the report has been adapted based on the previous request. Alan emphasised that the illustrative sample size volumes shown are illustrative, subject to review and may increase or decrease as required.
	2. Alan Taylor explained the impact of withdrawals on the pace of the project and highlighted that there does not seems to be a consistent pattern in the reasons for this. Alan confirmed that the withdrawal stats will now be sent to the services regularly, so they have visibility of this data.
	3. Brian Smith highlighted that the stats should now give a sense of where we are percentage wise. Alan Taylor confirmed that this is potentially the case but stressed that the matching options still need to be agreed and will have an impact on this.
	4. Jan Buchanan queried if over scheduling could be an option to help with the number of cancellations. Alan Taylor explained that this could be considered if required but highlighted the following difficulties:
	* Conflict of interest is an issue for the Analysts as they are not fully interchangeable if required to pick up an interview.
	* The potential negative impact on the job holder if their interview needs to be rescheduled.
	* Lack of nominations for certain positions.
	1. Stephen Sawers highlighted that the services need to be supportive and creative to ensure that workload and time pressures are not reasons for job holders withdrawing. Jan Buchanan stressed that management need to filter down the priority and importance of job evaluation.
	2. Jan Buchanan queried if job holders can be contacted to discuss further if they have withdrawn after the briefing. Alan Taylor explained this could be done.
	3. Alan Taylor highlighted that group evaluations could be an option for job holders who are anxious about participating individually. Jan Buchanan confirmed this was raised at the subgroup and would be happy for Alan Taylor and Rosie Docherty to review and provide suggestions. Rosie Docherty clarified that the current method is used because of the number of objectives for the benchmark jobs but a collective would be better than nothing if there are positions that we are struggling to engage with. Eddie Cassidy confirmed a pilot might be useful to trial the approach. Brian Smith raised concern regarding group interviews for the Benchmark Jobs and explained that the opportunity to carry out interviews face to face would help with engagement.
	4. The Trade Unions highlighted that job holders from certain positions would be more inclined to come forward if they could have a face-to-face interview. Alan Taylor clarified that remote interviews are the default method; however, a small number of face-to-face interviews have already been carried out with more capacity for this as we move forward. Alan confirmed that some Analysts are nervous about returning to face-to-face interviews. Brian Smith recognised the challenges associated with balancing the health and safety of office workers alongside the needs of job holders who have been on-site throughout the pandemic. Lynn Norwood highlighted that the impact of COVID still needs to be considered and emphasised the importance of capitalising on the established digital platform. Lynn explained that job holders have options as to how they would like to participate, including face-to-face, which could be highlighted in the next job evaluation communication to make this clear. Jan Buchanan confirmed the need to follow government guidelines and live with COVID as safely as possible.
	5. Rosie Docherty queried if positive communications could help with the drop off rate. Angela Anderson suggested positive case studies would be beneficial to help attract volunteers.
	6. Geraldine Agbour explained that GMB have been made aware of job holders being put forward by their service when they are not willing volunteers. Geraldine is investigating this issue and will send the information to Alan Taylor when available.
	7. Sean Baillie asked for a breakdown of the withdrawal reasons in a table format. Alan Taylor confirmed that this could be supplied.

**ACTION: Breakdown of withdrawal reasons to be circulated to group (Alan Taylor)** |
| 1. **Benchmark Job Holder Nominations Update**
	1. Alan Taylor summarised the paper and planned approach
	* Ensure that the requested Benchmark Job Holder nominations are identified and submitted to the Job Evaluation Manager.
	* Note the scheduling change to allow Job Holders from all Benchmark Cohorts to be scheduled to participate in the process.

. * 1. The OSG agreed the planned approach
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| 1. **Project Plan**
	1. Naghat Ahmed noted progress but confirmed that there is no change to the project plan.
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| 1. **Risk Register**
	1. Naghat Ahmed confirmed there are no changes to the risk register.

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| 1. **SJC Scheme**
	1. The Trade Unions are seeking guidance from the technical working group on the SJC Scheme and COVID related duties. Updates will be provided by Rosie Docherty on this matter.
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| 1. **Lessons Learned**
	1. Lessons learned is a standing item on the note until an update is received.
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| **Date of next scheduled meeting:** Tuesday 14th June 2022 |