**Operational Steering Group (OSG)**

**Date: 22nd February 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 |
| 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 |
| Brian Smith | Unison |
| Wendy Dunsmore | Unite |
| Eddie Cassidy | Unite |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** |  |
| Mandy McDowall | Unison |
| Colette Hunter  David McClelland | Unison  Head of Resources |
| Angela Anderson | Senior Communications Officer, Chief Executive |
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| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Matching Process Options Paper Sub-Group Update**     1. Alan Taylor summarised the paper and referenced the sub-group meeting. Alan asked if it would be possible to reconsider the option of a live event to explore the other methods, using sampling as a control measure. Alan explained that this approach would support the discussions at the Trade Union meetings.    2. The Trade Unions clarified that their position has not changed since the sub-group. Brian Smith confirmed that there are still apprehensions around the prospect of using different methods which need to be explained to help address their concerns first. Brian advised that it would be useful for the independent technical advisor to take the lead at the sessions to verify why using different methods would be appropriate. Rosie Docherty confirmed that she would be happy to do this.    3. Rosie Docherty clarified that other councils have used different methods and could be contacted to discuss their approaches if this would assist. Rosie emphasised that Glasgow does differ from other councils due to the volumes and timescales which need to be factored in.    4. Jan Buchanan confirmed that Rosie Docherty and Alan Taylor will meet with the Trade Unions before the next sub-group meeting so that this process can be discussed again. Jan emphasised that if a process is agreed, and it doesn’t work, it will be stopped and revaluated.   **ACTION: Rosie Docherty and Alan Taylor to attend Trade Union meetings before the next sub-group meeting on the 22nd March 2022 (Alan Taylor and Rosie Docherty)** |
| 1. **IT update**    1. Lynn Norwood explained that she is meeting with the Head of Property to discuss additional interview facilities with technology within the city centre to aid the services and job holders in job evaluation interview participation. Lynn confirmed that she would report back to the sub-group on this. |
| 1. **Benchmark Jobs Statistics**    1. Alan Taylor summarised the document.    2. Sean Baillie asked for target numbers to be included and queried if the ‘complete’ status description is accurate as this is only based on the interview and does not factor in the Job Overview Document (JOD). Alan Taylor confirmed that target numbers can be included but stressed that they would be for indicative purposes only and subject to change. Alan confirmed that the status will be updated to ‘complete interviews’ to make this clearer.    3. Brian Smith highlighted that discussions still need to take place with CGI around the WPBR linked posts. Alan Taylor acknowledged this.    4. Rosie Docherty queried the number of job holders withdrawing from the process. Alan Taylor explained that there doesn’t seem to be one consistent reason but stated that he is aware of withdrawals due to the time commitment and some job holders feeling that the outcome of job evaluation lies solely with them. The Trade Unions concurred with this and advised that COVID, interview methods, and fear of asking for time off to participate, are also reasons that they are aware of. Brian Smith stressed that staff shouldn’t feel instructed to participate and suggested more verbal encouragement from middle management rather than email communication to help alleviate fears. Stephen Sawers agreed that middle management have a large role in this and need to feel supported by Senior Management to make this happen. Jan Buchanan asked for any specific instances to be raised with Alan and asked the OSG members to take this feedback back to their services as job holders should not feel concerned about participating in the process. Alan confirmed that if the team are made aware of job holders being refused time to participate, this will be flagged with the services so that it can be addressed. Rosie Docherty advised that other options e.g., mass questionnaires, group interviews, etc. could be explored to alleviate fears and maximise participation. Eddie Cassidy confirmed that this would be worth exploring.    5. Eddie Cassidy queried the duration of interviews across some of the services. Rosie Docherty advised that where there is not as much detail in the questionnaire this can increase the time required for an interview.    6. Sean Baillie stressed that capacity is an issue for GMB and queried if there would be an opportunity for a couple more representatives that would be purely dedicated to job evaluation. |
| 1. **Project Plan**    1. Naghat Ahmed confirmed that this is a standing agenda item and explained that the plan will be revised once more information is available on the matching options.    2. Sean Baillie queried the dates associated with the JOD in the project plan. Naghat Ahmed advised that the project plan is currently based on indicative timescales and will remain as is just now until more data is available. Jan Buchanan confirmed that once the matching options are agreed it will allow Naghat to review the project plan again. Alan Taylor highlighted that the first cohorts of JODs have been identified and a communication will be issued to all staff shortly. Alan advised that this will then be a rolling plan of work. |
| 1. **Risk Register**    1. Naghat Ahmed confirmed that risk 5 has decreased as recruitment has now taken place. Naghat also advised that risk 12 has decreased with the ease of restrictions. |
| 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. |
| 1. **Lessons Learned**    1. Lessons learned is a standing item on the note until an update is received. |
| 1. **AOB – General Purposes Committee**    1. Lynn Norwood advised that a paper for the General Purposes Committee will go live on the 23rd February 2022. Lynn confirmed that this paper is a factual update on the progress of the project and advised that the document will be circulated after the meeting before it is published.    2. The Trade Unions raised concerns regarding the accuracy of information that is being communicated publicly. Eddie Cassidy advised that the Trade Unions will consider withdrawing from the process if this continues. Lynn Norwood confirmed that the paper is purely a factual update. |
| 1. **AOB – Office Space**    1. Sean Baillie asked if an office could be obtained for GMB to meet with job holders in advance of their interview. Jan Buchanan confirmed that this is something which should be raised with the services on a geographical basis. Lynn Norwood advised that this can be raised with the services locally. |
| 1. **Date of next scheduled meeting:** Tuesday 19th April 2022 |