

Operational Steering Group (OSG)

Date: 16th November 2021

Present:

Christina Heuston (Chair)	Assistant Chief Officer (HR), Health and Social Care Partnership
Naghat Ahmed	Project Manager, Chief Executive
Lynn Norwood	Senior Strategic Human Resources Manager, Corporate HR
Alan Taylor	Job Evaluation Manager, Corporate HR
Stephen Sawers	Head of Service, Financial Services
Angela Anderson	Senior Communications Officer, Chief Executive
David McClelland	Head of Service, Education
Andy Waddell	Director of City Operations, Neighbourhoods, Regeneration and Sustainability
Sean Baillie	GMB
Geraldine Agbor	GMB
Brian Smith	Unison
Mandy McDowall	Unison
Jean Kilpatrick	Unison
Eddie Cassidy	Unite
Rosie Docherty	Independent Job Evaluation Technical Advisor (External)
Julie Emley (Notes)	Corporate HR

Apologies:

Jan Buchanan	Director of Finance and Corporate Services, Glasgow Life
Colette Hunter	Unison
Wendy Dunsmore	Unite

Notes

1. Previous Note

- 1.1. Previous note approved
- 1.2. Lynn Norwood confirmed that the engagement schedule is still outstanding, but it will be moved on with Angela Anderson.
- 1.3. Lynn Norwood confirmed that all vacant posts have now been filled and advised that the new Analysts have started their training.
- 1.4. Mandy McDowall asked for an update on Lessons Learned. Lynn Norwood confirmed that she has passed this feedback on.

2. Terms of Reference (ToR)

- 2.1. Lynn Norwood summarised the changes to the document.
- 2.2. Sean Baillie confirmed that he is the new GMB Lead.

3. Job Evaluation Matching Process Paper

- 3.1. Alan Taylor summarised the document and proposed that the next subgroup meeting on the 30th November 2021 should be reallocated as a Matching Process Workshop, facilitated by Rosie Docherty.
- 3.2. Brian Smith agreed that a workshop would be useful, however, raised concerns from Unison regarding the concept of different processes being used across the workforce. Rosie Docherty acknowledged Brian's concerns but advised that the SJC envisage different processes for different parts of the job population. Rosie emphasised the need for effective communication to ensure job holders properly understand what is happening and why. Lynn Norwood highlighted that the workshop would help put this communication piece in place with an action plan to move forward.

4. Job Evaluation Benchmark Job Holder Cohort Grades 1 to 8 paper + Appendix

- 4.1. Alan Taylor summarised the document and asked the OSG to note and approve the next steps identified below:
 - Note planned return to re-engagement with pre-pandemic benchmark jobholders.
 - Approve progression with Cohort 3 Benchmark Jobs.
 - Management representatives to support their service in the identification of benchmark job variations, volunteer job holders and facilitate job holder release to attend briefings and interviews.

Notes

- Trade union representatives to identify trade union nominated volunteers for each of the identified positions, (nominations should be 50% of the total number of nomination quantity requested). Where Trade Unions identify variations in roles these should also be provided for consideration. Both nominations and identified variations should be communicated to the Job Evaluation Manager.
- 4.2. Christina Heuston queried if services can look at alternative locations which could be used to help job holders participate in the process without the need to travel to a hub. Alan Taylor confirmed that this option should be considered by services to allow job holders to participate easily and safely.
- 4.3. The approach outlined was approved.

5. Job Evaluation Benchmark Job Holder Cohort Grades 9 to 14

- 5.1. Alan Taylor summarised the document and asked for approval to progress with the engagement of this benchmark group.
- 5.2. Brian Smith queried the balance of jobs represented, using Education and Health and Social Care Partnership as an example due to high volumes of job holders. Rosie Docherty explained that when this list was created with Alan Taylor, they looked at capturing the spread of activities rather than volumes. Christina Heuston confirmed that she would like this reviewed as there are currently no grade 10 posts within Health and Social Care Partnership on the list. Alan Taylor confirmed that positions can be added.
- 5.3. David McClelland asked if progress could be made quickly on the Education, Executive Director post due to imminent retirement. Rosie Docherty advised that it would not be appropriate to interview the person that is leaving or the new person in role as they would not have the required experience. As a result of this, Rosie advised that Education should be covered off at different points of the structure.

ACTION: Updated list to be circulated (including job holder volumes and the number of nominations required) for consideration and approval by email. (Alan Taylor)

6. Issuing Job Overview Document (JOD) to Line Manager and Job Holder paper + Appendix

- 6.1. Alan Taylor summarised the document and confirmed that if changes are required to line managers, identified through the verification process, they will be brought back to the OSG for discussion on a position-by-position basis.
- 6.2. Alan Taylor asked the members of the OSG to note the activities of the Job Evaluation Team:

Notes

- Verification of line managers' exercise
- Development of briefing session and guidance document
- Management representatives to support their service in the verification of line manager details.
- All members to review the verified list of benchmark jobs/verified line managers once distributed and notify the Job Evaluation Manager of any appropriate concerns.
- Thereafter the distribution of JOD's will commence.

6.3. Mandy McDowall raised concern regarding the significant time lapse for many job holders since completing their interviews and emphasised the importance of communicating to job holders that materials will be made available online. Alan Taylor acknowledged that job holders will inevitably have questions about the process given the time lapse but reassured the OSG that support will be available from the job evaluation team at all stages. Rosie Docherty emphasised that communication is needed in advance of the JOD's being issued.

6.4. Rosie Docherty confirmed that suggested changes have been sent to Alan Taylor on the briefing content to make the language clear. Alan confirmed that this is also being considered for the guidance document.

7. Benchmark Position Statistics

7.1. Alan Taylor summarised the report and highlighted the need for further analysis around the number of job holders withdrawing from the process. Alan explained that some of the reasons he is aware of for withdrawals are due to other commitments, workload and job holders feeling that the process is too onerous. Christina Heuston queried if the any of the OSG members are aware of any other reasons. Brian Smith concurred with Alan and stated that online participation and pandemic fatigue may also be factors. Brian confirmed that the Trade Unions are trying to encourage participation, but it is challenging. Lynn Norwood explained that a digital reach in services might give some reassurance to job holders.

8. Risk Register

8.1. Naghat Ahmed confirmed that there are no additional risks and confirmed that the project plan has been reviewed and presented to the OSG.

8.2. Rosie Docherty stressed that the high volume of withdrawals is a risk to the project and re-iterated the need to reassure job holders through regular communication. Angela Anderson confirmed that communications can be issued and suggested that positive case studies might help. Angela also suggested issuing a survey to those who have withdrawn to understand their reasons. Christina Heuston emphasised the need for communications to reassure job holders and queried if there is an overarching piece of work. Alan Taylor advised that there are a few items that now need to be communicated i.e., cohort 3 positions, volunteering options and the

Notes
JOD process. Lynn Norwood confirmed that the engagement piece will be followed up with Angela.
9. Appeals Process – OSG Subgroup
9.1. Lynn Norwood confirmed that the appeals process will now be moved until after the matching process workshop.
10. SJC Scheme
10.1. 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.
11. Date of next scheduled meeting – 21st December 2021