**Operational Steering Group (OSG)**

**Date: 12th January 2021**

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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 |
| Julia McCreadie | Head of Catering and Facilities Management, Development and Regeneration Services |
| Andy Waddell | Director of Operations, Neighbourhoods, Regeneration and Sustainability |
| Moira Carrigan | Head of Financial Systems Control, Financial |
| David McClelland | Head of Service, Education |
| Karen Hughes | HR Manager, Health and Social Care Partnership |
| Rhea Wolfson | GMB |
| Geraldine Agbour | GMB |
| Brian Smith | Unison |
| Eddie Cassidy | Unite |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** | Wendy Dunsmore | Unite |
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| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Job Overview Document (JOD)**     1. Alan Taylor advised that minor changes have been made to the latest version of the JOD process produced by the team. Alan informed the OSG that he is meeting with Lynn Norwood and Rosie Docherty on Friday 15th January 2021 to discuss processes and this will be discussed at the meeting.    2. **ACTION: JOD process to be distributed in advance of the next meeting. (Alan Taylor)** |
| 1. **City Administration Committee (CAC) Paper**     1. Jan Buchanan informed the OSG that the report did not make the deadline for Committee on the 14th January 2021 but advised that she is hopeful it will make it for the 28th January 2021.    2. Brian Smith highlighted that workforce communication has been raised as an issue by the Trade Unions at previous meetings and emphasised the need for this again. Jan Buchanan agreed that communication is key and confirmed that discussions are taking place with Angela Anderson. Angela advised that once the report has been finalised a staff update will be drafted to inform the workforce of Job Evaluation plans. |
| 1. **Job Evaluation Team Contracts**     1. Brian Smith asked for an update on the temporary contracts within the Job Evaluation team.    2. Lynn Norwood explained that the current climate has prompted the need to review where we are with Job Evaluation and what staff are working on. Lynn apologised but confirmed that more time is required in order to carry out this review. Rhea Wolfson asked for clarification on the review and stressed the need to understand if there will be any impact on employment within Job Evaluation. Lynn confirmed that she is not considering terminating contracts but highlighted that there is a need to consider the Council’s priorities, Committee paper and what the future work plan might look like. Eddie Cassidy acknowledged the need for a review but stressed that staff are getting nervous. Eddie advised that timescales for an outcome would bring the team some comfort. Lynn re-iterated the need to consider the Council’s priorities during the pandemic but acknowledged that there is a need to alleviate fears. Lynn praised the work of the Job Evaluation team in supporting the Council through the pandemic and advised that she is extremely proud of them. Jan Buchanan acknowledged the challenges that are faced by the Council just now but highlighted the need to review the situation for the individuals in order to alleviate their concerns. |
| 1. **Issues Log**     1. Alan Taylor advised the following:  * Earlier issues identified have been discussed at the team sessions with Rosie Docherty and Caroline Wilson with further feedback provided from Rosie. This feedback will now go back to the teams. * 8 new topics have been identified through the most recent discussions which will require further clarification from Rosie Docherty. * The issues log is a working document which will keep being revisited as we progress through Job Evaluation.   1. Eddie Cassidy asked when Rosie Docherty would get sight of the 8 topics that have been identified. Alan confirmed that this information will be passed to Rosie this week.   2. Rosie Docherty informed the group that the Analysts are making good progress at the sessions but advised that there is a need to start considering what can be done to try and resolve the outstanding discussions that are required on areas within the SJC scheme that haven’t come up yet e.g. financial responsibility. Rosie advised that there is a need to do more Benchmark jobs for this and is considering what preparation can be done. Rosie also suggested that it could be an option to bring forward Senior Management interviews to help with this as they will have access to the required technology to participate in remote interviews. |
| 1. **Equalities Impact Assessment (EQIA)**    1. Alan Taylor advised the following:  * The team are happy with the information and mitigating actions that have been supplied. * Thom Hughes has reviewed the papers and is comfortable that the issues have been covered off, however, he has suggested that the reimbursement of fees needs to be covered off under socio-economic as well as gender. * The papers will be distributed round the internal Equalities groups for further feedback. * Further feedback from the OSG would also be welcome.   1. Rhea Wolfson agreed that this is a good start but stated that there are other factors that still need to be reflected and considered: * The links between gender, low pay and access to technology. * What type of technology is out there? i.e. there will be job holders who only have access to a phone. * External expertise on the technology piece should be utilised to provide the required expertise and added value. * The impact of the current climate on the ability to participate remotely e.g. childcare issues. * How representative are the equalities groups of the whole workforce e.g. do they include manual workers? Is there a possibility of using other methods such as surveys to reach larger groups? * Recording, analysis and retention of the data should be factored in so that evaluations can be carried out to ensure appropriate representation of the workforce. * Delivering equal pay for like work should be amended to equal pay for work of equal value.   1. Lynn Norwood advised that the groups are not likely to be fully representative, however, they are voluntary, open to join and a good place to start. Lynn acknowledged that not everyone will have access to technology and confirmed that carrying out an interview via a phone is not the experience that a job holder should have. Lynn also advised that interviews in excess of 4 hours will no longer be carried out to assist job holders with the new format and their comfort. Lynn asked the Trade Unions to consider what is required to help with the issues and stated that although there is no guarantee they can be delivered there is a valid case to be made.   2. Jan Buchanan stressed that the pandemic could mean restrictions for some time and asked the Trade Unions to consider what they need to move forward with Job Evaluation, bearing in mind that things might change.   3. The Trade Unions confirmed the following matters: * Equalities. * Communication with the workforce.   + Timelines   + Strategy   + Full understanding of the process and how it will work e.g. questionnaires, briefings, etc. * Stewards i.e. capacity to release and participate in Job Evaluation work. * IT equipment for job holders and stewards. * Order of jobs for interview.   1. Lynn Norwood stressed the need for the OSG to work in partnership to find the right solutions in order to move Job Evaluation forward and support the team. Lynn also highlighted the need for flexibility in approach and suggested that job holder self-selection could be an option to allow Job Evaluation to progress. Brian Smith emphasised the need to consider the mood of the workforce and highlighted that staff had been expecting payments. Brian expressed concern that both factors could impact on the willingness of staff to engage in the process and stated that without confirmation of additional funding there is also the risk that job holders will think this is just an administrative exercise. Eddie Cassidy highlighted that the Analysts need to be working as he is aware that there is angst in the team about where Job Evaluation is going.   2. Jan Buchanan recommended a sub group meeting to talk about the issues raised and progressing with Job Evaluation. **ACTION: Jan confirmed that she will check dates and schedule a meeting before the next OSG on the 9th February 2021.** The meeting will consist of the following attendees: * Jan Buchanan * Lynn Norwood * Alan Taylor * Brian Smith * Rhea Wolfson * Eddie Cassidy |
| 1. **Next Meeting**  * Next Meeting: Tuesday 9th February 2021 |