**Operational Steering Group (OSG)**

**Date: Tuesday 5 September 2023**

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| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Vickky Irons | VI | Project Manager | Chief Executives |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Lorna Goldie | LG | Head of Resources | Education |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Sean Baillie | SB | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| Mandy McDowall | MM | Unison Lead |  |
| Brian Smith | BS | Unison Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Graham McNab | GM | Unite Lead |  |
| 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)** |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Cara Stevenson | CS | GMB Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |

| **Notes** |
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| 1. **Previous note**     1. RD confirmed suggested amendments have been provided to VI for clarification.   .  **ACTION 1:** VI to re-circulate note once amendments have been made. |
| 1. **Benchmark Positions Job Overview Document (JOD) Tracker Analysis**    1. AT summarised the document issued in advance of the meeting and confirmed almost 57% of JODs issued have been agreed. The OSG were asked to note the statistics within appendix 1 and service management representatives were asked to ensure that JOD line managers and job holders prioritise JODs on receipt from the job analyst team with a view to seek agreement of the JOD.    2. SB queried how many JODs have been disputed and asked for this to be reflected in the statistics. AT confirmed no JODs have formally been disputed at this stage but explained there are a few that may reach this status. AT advised disagreements will be reflected in the statistics.    3. SS queried what the current escalation process is for JODs. AT explained the analysts make 3 attempts with the JOD line manager before escalating to AT. LG highlighted movement across schools can be an issue for escalations within Education. AT advised the service confirms the appropriate contacts to the team.    4. BS queried the timelines associated with the JOD. AT confirmed meetings with managers started February/March 2023 but highlighted this does not accurately reflect the timelines as JODs will all be at various stages within the process. BS queried the impact on the rank order of jobs given the time it is likely to take to complete this exercise. PM emphasised job evaluation is the number one priority for the council and stressed the need to remind managers of this. PM advised job evaluation actions need to be acted on promptly and confirmed if specific examples of failure to action are raised with the job evaluation team, they will be escalated to the highest level. BS stated resourcing is an issue for managers who will be prioritising service delivery.    5. JB acknowledged an issue raised previously by The Trade Unions in relation to ‘super managers’ signing off JODs. PM explained the JOD line manager will not always be the direct line manager, but this concept has been raised as an issue with the services. Where there are specific issues being identified with the JOD sign off process, JB asked for the details to be provided so they can be investigated with the services. |
| 1. **Allan & Others v Fife Council Employment Tribunal Update**   .   * 1. RD confirmed Fife council were criticised on several things: * Questionnaires not used. * Not interviewing benchmark job holders. * Job holders not involved in agreement of JOD. * Poor record keeping. * Poor application of factor guidance. * Evidence gathered not included in decision making. * Final consistency checking undertaken by manager and Trade Union equivalent without analyst involvement, analysts were then instructed to amend evaluations. * Language of scheme reviewed and revised within the scheme documentation with evaluations conducted based on their version.   1. RD explained there is nothing so far at Glasgow that is causing concern but emphasised the following: * Job evaluation is not a defence on its own and requires evidence to support what has been done. * The tribunal leaned heavily on the practice manual so although methods might change, the same principles need to apply throughout. * Belt and braces approach is required for Benchmark jobs. * Robust record keeping is essential. North Lanarkshire council received challenge after records were lost. * Local guidance needs to be published online once finalised. * The meaning of a unique position differs for Glasgow as could have more than one job holder. * Information gathered and supporting evidence needs to be properly considered in analysis.   1. AT advised he has spoken with the lead analysts about the importance of record keeping and confirmed himself and RD will be meeting with the analyst team before the new analysts join to reinforce the importance of what has been discussed today.   2. MM emphasised the importance of implementing job evaluation correctly and considering lessons learned based on this judgement. MM asked for a summary of this outcome from RD and stated there is a need for this to be considered out-with the OSG in relation to the time pressures and targets that are being imposed on the project. ST stated there should not be a timeline. RD clarified the need for a timeline to ensure data obtained is still valid.   3. SB asked if the earlier versions of the scheme could be obtained for comparison. RD confirmed this request could be accommodated.   4. JB stressed the importance in ensuring records and notes are accurate and advised where decisions are made, there needs to be clear documentation with the supporting rationale. JB emphasised the importance of subgroups in facilitating required in-depth discussions.   **ACTION 2:** Allan & Others v Fife Council employment tribunalsummary and earlier versions of scheme to be provided to OSG (RD) |
| 1. **Benchmark Job Holder Participation**    1. AT summarised the document issued in advance of the meeting and clarified there is a 4-week deadline for nominations.    2. RD suggested a joined-up approach between the services and Trade Unions to obtain volunteers. BS confirmed this approach is already in place. JB advised the split and source isn’t important it’s just about obtaining the required volunteers.    3. BS queried which positions have zero interviews. AT advised this list will be circulated. RD advised there should be no benchmark jobs with zero job holders interviewed but explained due to the large volume of positions if a couple of the low volume positions need to swap or drop out from the benchmark this would not be too much of a concern.    4. LG explained it may be a challenge for the BM042 - Senior Clerical Assistant as they are going through a realignment. AT confirmed the need to still obtain the required volunteers.    5. PM suggested a more personal touch may be worthwhile with Human Resources and the Trade Unions working together and discussing potential volunteers. PM explained feedback could then be provided to see if this approach could work for other services. SB agreed this would be worth a try, but it may still be a struggle to get volunteers from BM029 – LES Operative 4. JB agreed it would be useful to try this approach.    6. MM queried if interviews are now being conducted on-site for job holders. AT confirmed this is now being offered as an option and there are now some interviews scheduled on-site. AT advised there can also be flexibility to support different working patterns if required. AT highlighted there are still issues with job holders not turning up to sessions which creates difficulties. PM reiterated the importance of managers supporting job holders to participate and highlighted the impact of non-attendance at sessions on the project and job evaluation team. PM emphasised sufficient notice is provided to enable job holder attendance, so it is unacceptable to not attend without communication in advance with the job evaluation team.   **ACTION 3:** list of zero interviewed benchmark positions to be circulated (AT) |
| 1. **Secondary Benchmark Job Nomination Update**    1. AT confirmed the following:  * There are 222 secondary benchmark positions. * HSCP and NRS have most secondary benchmark positions. * 52 secondary benchmark position nominations were already in place before the recent managers briefing, these were mainly from the Trade Unions. * 342 new nominations have been received because of the managers briefing. * Education nominations have been slow due to the school holidays. * Glasgow Life data has now been verified and their briefing will be issued shortly. * A minimum of 3 job holders will be invited to participate in a group interview. * 5 job holders may be invited for positions with higher volumes. * There may be a requirement to interview more than 1 group for some positions with higher volumes. * A reminder communication will be prepared with AA to obtain further nominations. |
| 1. **Evaluation of Unique Jobs**    1. AT explained the following in relation to desktop evaluations and queried what the objections are to this method:  * The evaluation would be based on the questionnaire. * The JOD would go through internal quality assurance which may result in more questions requiring clarification with job holders. * The JOD would then go to the job holder and line manager for discussion and a facilitation meeting. This process is the same as what is done currently.   1. MM advised this would be a big change from the current process and the perception around this needs to be considered. BS advised the emphasis would change from interviews to questionnaires which could result in JOD meetings effectively turning in to interviews which may not be any quicker. RD highlighted the principles would be the same, it would just be the method that would change and advised there will still be some interviews taking place. RD advised acceptable person specifications and job descriptions should help with the time taken but this depends on the quality of information that is available to the analysts to start with. BS advised it would be helpful to obtain input from the services on the proposed approach.   2. RD advised there will be job holders that are not comfortable with paperwork that will require analyst support. BS stated there would need to be a system in place to support these job holders. RD advised jobs need to be reviewed in advance to see if these groupings can be established. JB advised it may be possible to identify some of the groups just now from the data.   3. MM queried if it would be an option for job holders to choose how they would like to participate. RD and JB confirmed this would not be feasible.   4. JB requested a subgroup meeting after the next OSG in October to allow more detailed discussion around the method for unique jobs. JB requested a proposal of the potential groups that may require additional support for this meeting.   **ACTION 4:** Subgroup meeting to be scheduled for October (VI)  **ACTION 5:** Proposal of groupings required for subgroup discussion (AT) |
| 1. **Benchmark Statistics**    1. Statistics provided in advance of meeting. |
| 1. **AOCB: Recruitment**    1. BS asked for an update on analyst recruitment. AT advised the following:  * Interviews started last week and should be finished by the end of next week. * Dates have been organised with RD for training in October 2023. |
| **Date of next OSG:** Tuesday 3 October 2023 |