**Operational Steering Group (OSG)**

**Date: Tuesday 12 December 2023**

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

| **Notes** |
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| 1. **Previous Notes**
	1. Notes from previous OSG meetings approved.

**OUTSTANDING ACTION 09/2023:** RD to provide written summary of Allan & Others v Fife Council employment tribunal. |
| 1. **Revised Terms of Reference**
	1. VI clarified the membership table has been updated.
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| 1. **Evaluation of Unique Jobs**

. * 1. AT referred to the proposed evaluation method which was discussed at the previous meeting and referred to the pilot proposal suggested by BS.
	2. BS explained the change in approach is still a difficult discussion and raised the following points:
* There are concerns over how robust a sample would be, however, if the data looks consistent this would help to provide reassurance.
* Job holder support requirements and the levels of engagement required may negate time savings with JOD verification meetings essentially becoming the interview.
	1. AT acknowledged the concerns but explained the preference would be a soft launch and detailed the following:
* A soft launch would be consistent with the approach taken for benchmark positions and would help reduce risk.
* A managers brief (as per secondary benchmarks) would be issued requiring Line Managers to advise their unique job holders of the opportunity to participate in the job evaluation process. This communication would include a deadline for volunteers to submit their questionnaire.
* Job evaluation briefings for job holders will be pre-recorded and made available online. Alternative arrangements will be made for those job holders without suitable technology access to allow a briefing to be viewed.
* The volume of questionnaires that will be returned is unknown, but this workload will be spread out amongst the analysts.
* A sample of approx. 5% would be interviewed for validation.
* The JOD verification meeting will bring everything together.
	1. BS emphasised the need for as many checks as possible with the first cohort to ensure the process works and queried what would happen if unique position job holders do not volunteer to submit a questionnaire. AT advised it would need to be explained upfront that if they do not submit a questionnaire, person specifications and manager input would be used for the evaluation. RD highlighted all person specifications need to be made available to the analysts.
	2. CS queried if the analysts will be able to seek further information from the service and job holders to support the evaluations. AT confirmed this will be required.
	3. JB acknowledged concerns over this change but confirmed the need for a different approach with the comfort that processes can always be reassessed by the OSG if they do not appear to be working. JB advised the soft launch is a reasonable way forward and suggested it may be an option to split unique positions in to two groups e.g., grades 1 – 6 and grade 7 upwards, as there may be an assumption that job holders within the first group would need more support. RD suggested it might be better to start with the lower graded positions as they are likely to have more variation.
	4. JB informed the service management representatives their support will be required to encourage and support staff participation. GM suggested it might be a good idea for the analysts to do roadshows round the services. AT advised this could be discussed with the services individually.

**ACTION 1:** AT to provide the outline process, including, draft management communication, briefing arrangements, support arrangements for job holders and proposed deadline for questionnaire submission. Consideration also to be given to splitting the unique positions into groups.  |
| 1. **Job Overview Document (JOD) Statistics**
	1. AT summarised the paper issued in advance of the meeting and explained there is now sufficient information across almost all benchmark jobs to create generic JODs. AT confirmed the key positions listed below are in this category.
* BM001 - Home Carer
* BM002 - Support for Learning Worker
* BM003 - Child Development Officer
* BM004 - Cleaner
* BM005 - Catering Assistant
	1. AT emphasised any generic JOD development work that is being undertaken will be revisited as and when new information is received.
	2. AT confirmed there are some positions where there are high levels of diversity which means work on the generic JOD cannot commence at this stage. AT confirmed BM008 - LES Operative 2 is one of these positions.
	3. SH specified JOD line management holding up the process needs to be dealt with. AT explained the new JOD escalation process is focussing on this to ensure the meetings happen as quickly as possible. GH explained the three-stage escalation process which was implemented 31 October 2023 and confirmed positive results are already being achieved.
	4. GM & EC queried if there is an issue with BM035 - Driver (Special Needs) as none of the JODs have been agreed. AT confirmed discussions are happening but if agreement cannot be reached this may need to be escalated to senior management. JB asked AT to provide an update to Unite on this position. RD clarified there is a query in relation to drivers for local guidance.

**ACTION 2:** AT to provide Unite with JOD update for BM035 - Driver (Special Needs) |
| 1. **Benchmark Job Statistics**
	1. AT explained the effort that has went in to scheduling an additional 68 job holders for interview before the end of the year and confirmed the services and the team have done all they can to encourage and support this, including analysts working out of hours and attending different locations.
	2. AT advised it is now time to cease benchmark job interviews and explained the justification for this:
* All avenues for the remaining benchmark positions have been exhausted.
* There is now sufficient information across almost all benchmark jobs to create generic JODs.
* Where additional information is required to support the develop of generic JODs additional interviews may be requested.
	1. BS queried if minor supervision duties are being captured for BM004 - Cleaner. AT confirmed this is being captured. BS advised if there is confidence in the data for the equal pay groups ceasing interviews would be acceptable. RD clarified individuals can still be targeted if the analysts identify more information is required.
	2. BS queried if variations could produce different scores which would potentially lead to a different grade. AT advised this could happen and explained the services will need to confirm which generic JOD maps to their staff for the matching process.
	3. The OSG discussed the following positions.
* BM096 - Security Attendant – 1 job holder interviewed.
* BM109 - Security Assistant – 1 job holder in post and 0 interviews completed.

GA and DN confirmed they have tried to encourage BM096 job holders to participate but the job holders are not interested in coming forward. EC queried the benefit of interviewing just 1 job holder as this does not provide a sample. RD and JB advised It may be worth considering removing these positions from the benchmark group due to the low volumes. BS recommended the equalities impact should be considered first.  **ACTION 3:** AT to circulate supplementary slides used at meeting today. **ACTION 4:** AT to consider removing and possibly substituting BM096 and BM109 with an update prepared for the next meeting. |
| 1. **Secondary Benchmark Volunteer Update**
	1. AT advised the following:
* A communication has been issued to obtain more nominations.
* The HR teams have access to live nomination data for their services.
* Nomination data will be circulated round the OSG service representatives in the next few days.
* 3 or more nominations are required per position.
* Briefings will start in January with group interviews starting in February.

 * 1. AA advised a further communication can be produced to support the request for further nominations.

**ACTION 5:** AT to circulate nomination requirements to OSG service representatives.  |
| 1. **Local Guidance: Financial Levels**
	1. AT advised the following:
* Financial levels relate to factor 10 within the scheme.
* Each authority needs to review this. The thresholds were set in 1999 and the budgets are not reflective of the scale of Glasgow.
* Person specifications, evaluations and scheme of delegation are being considered.
* A meeting has taken place with RD, AT, Lead Analysts, and corporate finance to discuss. A further meeting is required.
* This is not just applicable to people that work in finance.
* The paper should be ready for January 2024.
	1. CS queried why local guidance still hasn’t been agreed. RD and AT confirmed the guidance is there, but financial levels could not be done until now. AT and RD confirmed there is a session 18 December 2023 with the analysts in relation to local guidance to provide clarification and ensure the team are all applying it consistently. AT confirmed the new analysts will not be at the session and will receive the finalised version.
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| 1. **AOCB: Staffing**
	1. BS advised there is now only 1 grade 7 trade union representative within the analyst team and pressure is mounting for trade union representation levels to be resolved within the team. BS confirmed Unison will come back in January on this matter.
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| 1. **AOCB: Govan Hub**
	1. BS queried if the analysts are moving to the Govan office.
	2. AT confirmed the details around the hub review that has taken place:
* The spaces within Bridgeton are not suitable for group interviews.
* Anniesland has had several property issues including, flooding.
* There is sufficient space in Govan for all the analysts, particularly with hybrid working arrangements.
* Facilities have been checked out and additional supplies will be ordered where required.
* One location will deliver greater levels of consistency.
* Anniesland will still be available for interviews, but staff will be working out of Govan.
* The interview room within the city chambers is also available for use.
* Analysts were advised of the hub review outcome Friday 8 December 2023.
* It is acknowledged that travel will be an issue for some staff.
* The date of the move still needs to be confirmed.
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| **Date of next OSG:** Tuesday 23 January 2024 |