**Operational Steering Group (OSG)**

**Date: Tuesday 14 November 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 |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Lorna Goldie | LG | Head of Resources | Education |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Lisa Gregson | LGR | HR Manager | Health and Social Care Partnership (HSCP) |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Geraldine Agbor | GA | GMB Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Eddie Cassidy | EC | Unite 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)** |
| 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 |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Cara Stevenson | CS | GMB Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |

| **Notes** |
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| 1. **Previous Note**    1. Note from 5 September 2023 will be supplied at the next meeting.    2. JB explained the need for services to continue prioritising job evaluation and confirmed the OSG will move to 4-weekly next year. JB emphasised OSG members need to prioritise OSG meetings and explained a revised day and timeslot could be considered if required to support attendance.   . |
| 1. **Job Overview Document (JOD) Process**    1. AT summarised the document issued in advance of the meeting and confirmed the paper was submitted to the OSG for noting.    2. AT explained the amendments outlined only impact internal processes and confirmed this was discussed with the team trade union representatives last week at the local trade union meeting.    3. The OSG did not have any comments in relation to this agenda item. |
| 1. **Evaluation of Unique Jobs**   .   * 1. AT summarised the paper issued in advance of the meeting and clarified the following: * Unique position numbers will fluctuate regularly due to low job holder volumes e.g., through leavers and service reform. * The route to appeal is still open if job holders choose not to participate.   1. The Trade Unions raised the following in relation to a change in evaluation approach: * Staff will need reassurance and the rationale for desktop evaluations clearly explained. * Clear guidance on how job holders can access analyst support needs to be provided. Job holder support requirements and the levels of engagement required may negate time savings. * Service and Trade Union resources need to be considered to support this next phase. * Role profiles cannot be relied upon. * Unison would like a pilot of the approach run first.   1. AT agreed the need for clear communications to explain the different approach for this job category.   2. RD emphasised services and human resources need to understand person specifications and job descriptions cannot be re-written, the content needs to reflect the job as it exists at the time.   3. LG advised this will increase pressure on resources within the services. JB acknowledged the challenges but advised the services need to utilise the unique job category data that has been provided to start assessing the scope of what is required. PM emphasised this project is not just a human resources activity and explained the importance of management engagement and assistance.   4. EC queried how the analysts feel about the proposed approach. AT explained they are nervous but advised this has been the case with previous changes e.g., starting benchmark positions, introducing online and group interviews. AT advised the pace of evaluations may be quite slow to begin with but as confidence grows this will increase. AT confirmed RD will provide the analysts with extra support in advance of starting unique evaluations to focus in more on the questionnaire.   5. AT clarified as services review their unique positions, they may discover that some are in fact not truly unique and require to be re-mapped to another category. PM agreed and explained this highlights the issues associated with the number of job titles that have been created across services.   **ACTION 1:** Services to start reviewing unique positions to assess scope of requirement. |
| 1. **Benchmark and Secondary Benchmark Volunteer Update**     1. AT provided the following update in relation to benchmark positions  * Request issued to the services 03 November 2023 to encourage job holders to participate. The nomination numbers requested from the services would take the sample sizes to either complete or almost complete. * 34 interviews are currently scheduled. These interviews are a combination of group and individual interviews. * The first briefing as part of this request was yesterday but attendance was very poor. Where a job holder fails to attend a session, the relevant human resources service co-ordinator and line manager are notified. * Additional nominations are still required to fulfil the planned schedule with the next briefing 20 November 2023. * An additional briefing date of 27 November 2023 can be added if required, however, it is important to try and fulfil the current scheduling arrangements.   1. JB advised the services need to be pursued again with the relevant OSG representative copied in to try and obtain the remaining required benchmark nominations. JB advised OSG representatives should now be copied in on failed to attend communications.   2. SS explained there does appear to be a disconnect between the front line and OSG, but this is now being addressed within financial services through a short-term working group to ensure work pressures are removed and job holders are supported. SS advised the services need to follow up with their job holders to ensure they attend as scheduled. EC advised this approach should be taken by all services. LGR advised HSCP are doing all they can to encourage participation. PM acknowledged the timescales for this request have been tight but advised if there are examples of job holders not being afforded the time to attend, this needs to be raised so they can be addressed. PM requested scheduling detail visibility for OSG members for the remaining benchmark positions. AT advised this information can be supplied.   3. AT provided the following update in relation to the 222 secondary benchmark positions. * 84 positions currently have enough nominations to form a group interview of 3 people. * 70 positions currently have zero nominations. * A list of the secondary benchmark position nomination numbers will be circulated to the services to fill the gaps.   **ACTION 2:** Follow up email to services to chase up remaining required nominations (AT) |
| **Date of next OSG:** Tuesday 12 December 2023  **ACTION 4:** Local guidance financial thresholds paper to be issued to OSG by 28 November 2023 for review in advance of the next meeting. AT confirmed once this has been approved this will be uploaded to connect. (AT) |