**Operational Steering Group (OSG)**

**Date: Tuesday 16 April 2024**

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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 |
| Gena Howe | GH | Job Evaluation Project | Chief Executives |
| Vickky Irons | VI | Project Manager | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Marc Canning | MC | Head of Investment | City Property |
| Lorna Goldie | LG | Head of Resources | Education |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Cara Stevenson | CS | GMB Lead |  |
| Geraldine Agbor | GA | GMB Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Mandy McDowall | MM | Unison Lead |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Jean Kilpatrick | JK | 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)** |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sean Baillie | SB | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| Colette Hunter | CH | Unison Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |

| **Notes** |
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| 1. **Previous Notes**    1. Notes from previous OSG meeting approved.    2. RD written summary of Allan & Others v Fife Council employment tribunal was circulated in advance of the meeting. |
| 1. **Benchmark Job Overview Document (JOD) Tracker Analysis**    1. AT summarised the paper issued in advance of the meeting and confirmed the following:  * Progress is moving in the right direction, but this needs to keep improving. * Services need to continue to prioritise JOD discussion meetings. * There is a small number of JODs where agreement is unlikely to be reached and escalation will be required.   1. CHS referred to the additional interviews requested last year by Unison within HSCP for BM015 - Clerical Officer and BM033 - Administrative Assistant to provide more information for variations within these positions. AT explained a representative sample has already been achieved for these positions and clarified further volunteers would be seen for positions if the analysts identify a requirement for more information, AT and RD highlighted further interviews have been identified for a couple of positions so far. AT and JB explained not all job holders are interviewed and the matching process will provide an opportunity for job holders to highlight inconsistencies with their match if required. CHS confirmed Unison require these volunteers to be interviewed. RD explained there is no need to see a representative sample of a variation. JB requested an update for Unison at the sub-group 23 April 2024.   **ACTION 1:** Update on additional Unison volunteers for BM015 - Clerical Officer and BM033 - Administrative Assistant to be provided at the next sub-group meeting (AT) |
| 1. **Benchmark JOD Progress Update**    1. AT and RD have been meeting with the analysts to observe their generic JOD sessions.RD confirmed useful discussions have been taking place andprovided the following update:  * The method has been adopted well and is being distilled into the generic work. There are good notes and analysts have been able to discuss evaluations in detail which has provided the required comfort and confidence. This positive feedback has been provided to the team. * There are still some analysts struggling with the process and there is nervousness within the team about the next stages of this piece of work. * There is a need to gain a better understanding of substantive posts and structures within Glasgow Life and Neighbourhoods, Regeneration and Sustainability. AT and the allocated Lead Analyst for these services will meet with them to discuss. RD is currently substituting for the Lead Analyst allocated to these services to continue generic JOD work.   1. AT explained there are still some analysts that are nervous about generic JOD work on positions where not all the JODs are agreed but advised reassurance has been provided this work is still in draft status until everything is agreed. RD advised where most JODs are agreed, those that have not, should not be dramatically different but could potentially be variations. BS advised the outstanding JOD work needs to be concluded.   2. The OSG confirmed the feedback on generic JOD work is helpful. |
| 1. **Secondary Benchmarks Update**     1. AT confirmed the following:  * Interviews are going well, and we are looking at concluding these interviews by June 2024. * JODs have not been issued yet due to conflicting priorities, but the Lead Analysts are looking at a timetable for this.   1. RD referred to the discussion at the last OSG meeting around working on other activities while trying to complete work on the benchmark positions. RD emphasised the team need to do this, so they are involved in a variety of work.   2. Discussion topics around Trade Union concerns have been captured within a table later in the document for ease of reference.   **ACTION 2:** Email that was issued to services reinforcing their responsibilities to be circulated to Trade Unions for their information (JB) |
| 1. **Appeals Process**    1. AT confirmed there was a sub-group meeting 9 April 2024 to discuss appeals in detail and a continuation of this meeting is scheduled for 23 April 2024.    2. RD confirmed there was discussion at the sub-group in relation to the impact of an individual appeal outcome on others that do the same job. RD explained the outcome could potentially apply to others but highlighted the service would need to explore this to ensure this is picked up. |
| 1. **Consistency Checking Process**    1. AT referred to presentation slides and confirmed the following:  * The analysts need to review all the benchmark generic output together horizontally and vertically before bringing to the OSG to review the work and detail. * Most of the team have now been trained and a further session will be organised for those that could not attend previously. * We are working towards the project milestones as the timescales to bring this in as soon as we can.   1. BS queried how ‘sore thumbing’ will work horizontally. RD confirmed the analysts need to check the scheme has been applied consistently and advised testing is part of the discussions that are taking place. RD advised the big claimant and comparator groups should be reviewed and highlighted the level score and placing within rank order of jobs will assist with this piece of work.   2. RD confirmed the vertical review will require 6-9 analysts with a good spread i.e., core group, new and Trade Union analysts and the horizontal review will require more people. RD highlighted at this point conflict of interest does not apply so all analyst experience can be utilised. MM and BS advised there is a need for the council to review the current project timescales and consider the impact on all resources associated with this and other Job Evaluation activities.   **ACTION 3:** Presentation slides to be issued to OSG (AT) |
| 1. **SJC JE Scheme - 3rd Edition Amended November 2023**    1. AT explained the amendments have no impact currently on the work we are doing, and no amendments are required to Gauge+ yet.    2. RD provided the following background to the amendments:  * The 3rd Edition was approved in 2015 and at this point there was still outstanding work that needed to be completed. The user group have been picking up on these issues. * Additional guidance has now been incorporated and the layout has been made easier. * The language doesn’t match for Glasgow so it will be helpful for the team to have the Glasgow version of the scheme.   1. TK and CS queried the use of the phrase ‘Glasgow version’ to ensure we are not working to a different model. RD provided reassurance that Glasgow is working with what has been nationally agreed but with the necessary local application guidance applicable to Glasgow. RD advised the local application guidance for Glasgow should be incorporated within our scheme documentation for ease.   2. RD highlighted organisation restructures at this stage of the project could be a risk. |
| **Date of next OSG:** Tuesday 14 May 2024  **ACTION 4:** Neighbourhoods, Regeneration and Sustainability representative required for future meetings (VI) |

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| **Secondary Benchmarks – Trade Union Concerns** | | |
| **Topic** | **Further Information** | **Discussion** |
| JOD Line Manager | JOD line managers need to be allocated to support the arrangements for the group. This approach needs to be consistent across the services and the nominated managers need to take responsibility and be proactive. | SH confirmed there are still positions within Education where a JOD line manager has not been identified. LG confirmed a meeting is taking place 17 April 2024 to resolve these issues within Education.  JB confirmed an email was issued to the services to reinforce these requirements and advised this will be forwarded to the Trade Unions for their information. |
| Position Mappings | Job holders need comfort that their role belongs within the group. | AT confirmed there are situations where job holders do not believe they do the same job, but this is not a blocker for the evaluation. The analysts have been trained to capture differences so they can identify variations and have been able to explain this to the job holders to provide comfort. AT clarified most of the interviews so far have been concluded within a day.  RD advised 2 different JODs may emerge due to differences.  LG confirmed there is an example of this within Education where the job holders felt they had different roles but provided positive feedback after the interview. |
| Rescheduling | Are caring responsibilities being considered. | AT provided the following clarification:  Caring arrangements are being considered as part of rescheduling discussions. Where a job holder is unable to participate in the scheduled interview, resulting in the representative sample not capturing an appropriate representation of genders within the role, the interview will be rescheduled or alternatively the interview will progress as planned with an additional interview scheduled to include the employee(s).  The names of those who are unable to attend will remain on file in case there is a requirement for job holders to participate at a later stage, although most positions should only require 1 interview. |
| Quality Assurance and Consistency Checking | Does the process need to change for secondary benchmarks? | AT clarified the process should be the same but highlighted there is a higher chance of variations. |