**Operational Steering Group (OSG)**

**Date: Tuesday 20 February 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 |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Gena Howe | GH | Job Evaluation Project | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Nicky Neef | NF | Head of Corporate Services | City Property |
| 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) |
| Eileen Marshall | EM | Divisional Director | Neighbourhoods, Regeneration and Sustainability |
| Cara Stevenson | CS | GMB Lead |  |
| Brian Smith | BS | Unison Lead |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Colette Hunter | CH | Unison Representative |  |
| Graham McNab | GM | Unite Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |
| 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)** |
| Vickky Irons | VI | Project Manager | Chief Executives |
| Geraldine Agbor | GA | GMB Representative |  |
| Sean Baillie | SB | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| Mandy McDowall | MM | Unison Lead |  |
| Jean Kilpatrick | JK | Unison Representative |  |

| **Notes** |
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| 1. **Previous Notes**    1. Notes from previous OSG meeting approved.   **OUTSTANDING ACTION 09/2023:** RD to provide written summary of Allan & Others v Fife Council employment tribunal. RD confirmed this will be provided for the next 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. * There are currently 13 jobs that may need to be escalated to service senior management as agreement is unlikely to be achieved.   1. BS queried if variations are being captured for BM005 Catering Assistant. AT confirmed variations have been identified within this position. |
| 1. **Secondary Benchmarks Update**     1. AT highlighted some of the challenges experienced so far with group interviews:  * Group interviews are the default position unless accessibility factors need to be considered. * Individual requests to reschedule cannot be accommodated easily. It has been possible at this early stage to accommodate some requests; however, this cannot be as standard as the group need to be considered. * The lead in time before interview is approx. 3 weeks but if we can obtain the gaps in scheduling information from services, we will be able to schedule more interviews upfront to provide the job holders and services with more notice.   1. EC raised the following queries: * Can analysts assigned to interviews be swapped with other analysts once assigned to interviews. AT confirmed this can and does happen. * Who determines when an individual interview is required. AT advised this would be based on justification provided and assessed on a case-by-case basis.   1. EC raised concern in relation to non-agreement of JODs and how this is dealt with e.g., some job holders within the group might agree and others don’t. AT and RD explained the following safety checks are in place: * Identified variations are captured in Gauge+ so this can follow through to the JOD if a variation is needed. * Duplicate JODs can be created where there is a split in the group i.e., some agree, and some don’t. * Job holders and line managers can highlight objections through their JOD discussions to be considered. * The matching process is final stage for input from job holder before assimilation and the appeals process.   1. EC stressed clarification is required around the opportunities and process for job holders to object to their JOD. BS added there is anxiety in relation to information gathering due to the approach taken with the group interviews. JB highlighted the need to gain a better understanding of the matching process and confirmed this should be covered at the next OSG. GH confirmed there are sessions scheduled to define the matching process and the 19 March meeting will be worked towards. BS emphasised the scale of the matching process and the significant impact this will have on resources.   2. BS asked for confirmation that group interviews will not consist of more than 5 job holders in a group. AT explained the recent situation that was raised at the previous OSG where 6 job holders turned up for interview and the interview had to be split in to two groups. AT expressed disappointment that this approach had to be taken and explained the impact in terms of increased workload. AT confirmed no more than 5 job holders will be invited, but asked for a pragmatic approach to be taken if a situation like this was to occur again. The Trade Unions confirmed they have received analyst feedback and would not support more than 5 job holders in one interview.   **ACTION 1: Matching process to be added to the agenda for next OSG meeting.** |
| 1. **Appeals Process**    1. AT summarised the process steps displayed on the slides and confirmed the following:  * The appeals process is open to everyone. * The document issued in advance is an extract from the scheme with annotation from RD to make it specific to Glasgow. * The grounds of appeal are outlined within the scheme.   1. RD confirmed ACAS guidance specifies appeals cannot happen until after implementation.   2. BS queried what falls under ‘failure to apply the agreed local job evaluation procedure’. RD confirmed this could apply to any part of the process.   3. BS confirmed Trade Union involvement in the process will need to be discussed.   4. EC advised this process has not been agreed and confirmed the Trade Unions will need a session with the analysts to go through the process, followed by an in-depth OSG session to go through it thoroughly. JB confirmed a sub-group meeting will be arranged for Tuesday 2 April 2024 which will focus on the appeals process. PM asked the Trade Unions to send feedback in advance of the meeting to focus on specific concerns. GM confirmed the Trade Unions should discuss together.   5. CS queried if the timescales for appeals will be revised after implementation. PM confirmed the current timescales would not be acceptable for business as usual.   6. CHS queried what will be in place for groups that would like to appeal. RD confirmed there is guidance at a national level on this, but it will need to be discussed at the sub-group.   **ACTION 2: Trade Union session with the analysts to be facilitated in advance of the sub-group.**  **ACTION 3: Sub-group meeting to be organised for 2 April 2024.** |
| 1. **AOCB: Benchmark Positions**    1. AT talked through the options available on the slides and explained why it would not be effective to substitute the positions below with other positions. It was agreed the following positions will be removed from the benchmark group.  * BM096 - Security Attendant * BM109 - Security Assistant |
| 1. **AOCB: Staffing**     1. BS asked for an update on Trade Union representation within the analyst team. PM agreed the grade 7 Senior Job Analyst vacancy will be restricted to grade 6 Trade Union analysts within the team and confirmed applicants will be required to attend a competency-based interview. |
| **Date of next OSG:** Tuesday 19 March 2024 |