**Operational Steering Group (OSG)**

**Date: Tuesday 23 January 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 |
| 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 |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Eileen Marshall | EM | Divisional Director | Neighbourhoods, Regeneration and Sustainability |
| 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 |  |
| 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 |
| Gena Howe | GH | Job Evaluation Project | Chief Executives |
| Lorna Goldie | LG | Head of Resources | Education |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Sean Baillie | SB | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| 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. **Evaluation of Unique Jobs**   .   * 1. AT talked through the slides and confirmed the following: * A unique job may consist of 1 job holder but could be up to 5. * Individual or group interviews (where applicable) will be used for validation. The JOD from the desktop evaluation and the JOD from the interview will be compared to see if there is different information. RD confirmed this will also provide a safety check for the new analysts. * Spot checks will be carried out throughout this process to ensure accuracy. * Quality Assurance and the JOD process provide safety nets. * Work on communications can commence in readiness for going live.   1. The trade unions explained there is still nervousness around the change of approach and raised the following points and queries: * Job holder support requirements and the levels of engagement required may negate time savings with JOD verification meetings essentially becoming the interview. * What happens if the information from the desktop evaluation and interview differs. RD confirmed more information would be required and explained the importance of analysts asking questions and not making assumptions. * Transparency and reassurance are needed so that if there are issues, they can be addressed. RD advised differences can be shown and reported back to the OSG. * Accessibility needs to be addressed through the communications to ensure staff can access alternative arrangements where required.   1. CH queried if job holders would be able to request an interview if they would prefer this method. AT confirmed it would not be an option to offer interviews on request. JB emphasised that due to the volumes the default method needs to be participation by questionnaire; however, it may be an option to identify some positions upfront that would benefit from being part of the validation sample. * JB and AT explained upfront support for job holders will be essential. The OSG suggested additional communications to aid this process i.e., alternative website presentation for the questionnaire and drop-in sessions with the analysts for support.   1. JB recommended further service analysis of the unique positions to check if all the positions are truly unique and to gain a better understanding of the positions where additional support might be required.   **ACTION 1:** Circulate supplementary slides (AT)  **ACTION 2:** Unique position mappings to be reissued to services for review (AT) |
| 1. **Job Overview Document (JOD) Analysis**    1. AT summarised the paper issued in advance of the meeting and confirmed the following:  * Services need to prioritise JOD meetings to ensure they take place. * There are currently 13 jobs that may need to be escalated to service senior management as agreement is unlikely to be achieved. * Where large numbers do not agree, there will be analysis to understand why. Where there are scheme related queries, they will be raised with RD for advice. * JODs from interviews in December are still mainly at version 1. * There are some JODs that are unlikely to be agreed before the rank order of jobs is produced due to long term absence.   1. PM reminded the OSG of the escalation process that is now place for JODs and reemphasised the need for services to focus on the facilitation of JOD meetings.   2. BS queried if the project is still on track with project plan timelines for a rank order of jobs by spring 2024. PM and JB confirmed this is the timescale that has been published and is being worked to. RD advised the timescale is feasible.   **ACTION 3:** JOD stats to be made regular agenda item with totals added to the tables (AT)  **ACTION 4:** JOD status to be changed from ‘not agreed’ to ‘in progress’ for clarity (AT) |
| 1. **Secondary Benchmarks Update**     1. AT explained all secondary benchmark positions will be interviewed as a group and explained the following in relation to the first cohort of groups scheduled for interview in February:  * 1 job holder failed to attend the briefing. Details have been passed on to allow them to view the website presentation in advance of their interview. * 1 job holder withdrew from the process but has since re-engaged. As a result of this, the group size has increased to 6 job holders. The increase will be accommodated on this occasion; however, groups should not consist of more than 5 job holders, and this is what will be worked to.   1. PM asked the services and trade unions to ensure job holders are supported and encouraged to see through participation to completion.   2. AT provided the following scheduling update: * There are approx. 90 positions with enough nominations to carry out group interviews and approx. 100 positions with some nominations. * The initial plan is 25 interviews per week, interviewing 5 days a week, across a 10-week period. This would mean approx. 2 interviews per week per analyst and would allow capacity for other Job Evaluation activities. * The aim will be to issue version 1 of the JOD a week after the interview.   1. CH queried if the timescale for interviews is too ambitious. AT confirmed this is realistic due to the size of the team now and clarified the intention would be to increase the interview volumes as we progress. RD confirmed this is a reasonable timeframe.   2. SS queried if there is flexibility with the participation criteria around 2 years’ service as there are positions with high volumes of new staff. AT confirmed the following: * It is preferrable for staff to have been in post for two years to be sure that they have experienced the full cycle of a job, particularly for those jobs with a cyclical or seasonal element. * As a last resort where no such staff are available to participate, staff with less time in post are acceptable. * Nominations supplied that do not meet the 2-year criteria are still being captured by the team and can be used if required.   1. EC advised there is a need to understand where there are positions with not enough job holders that meet the 2-year criteria.     **ACTION 5:** List of insufficient nominations to be supplied to trade unions to assist (AT) |
| 1. **Local Guidance: Financial Levels**    1. AT summarised the paper issued in advance and confirmed the purpose of the report is to advise the Operational Steering Group of the Financial Levels that should be utilised in Glasgow City Council’s implementation of the SJC Job Evaluation Scheme (3rd Edition).    2. Unison confirmed they need to seek guidance on this at a national level. BS raised concern that the changes could allow scope to alter scores. RD advised they would not and confirmed the responsibility of the Technical Advisor is to ensure the scheme principles and architecture is applied appropriately.    3. CS referred to concerns raised previously in relation to local guidance and why it is not fully agreed. RD and AT confirmed the guidance is there, but financial levels could not be done until now. RD advised this has been flagged since early in the project. CS confirmed GMB still have concerns. |
| 1. **Local Guidance: Terminology**     1. AT summarised the paper and clarified the purpose of the report is to advise the Operational Steering Group on the interpretation of scheme terminology in respect of “ACTIVITY”, “SERVICE”, “FUNCTION”, “DEPARTMENT” and “CORPORATE” as utilised in Glasgow City Council’s implementation of the SJC Job Evaluation Scheme (3rd Edition).    2. BS queried the definition of “CORPORATE”. RD offered an explanation. |
| 1. **AOCB: Benchmark Positions**    1. The following positions will be removed from the benchmark group. RD confirmed substitutes should be provided, if possible.  * BM096 - Security Attendant – 1 job holder interviewed. * BM109 - Security Assistant – 1 job holder in post and 0 interviews completed.   **ACTION 6:** Circulate list of possible Grade 1 substitutes for consideration (AT) |
| 1. **AOCB: Staffing**     1. BS asked for a response in relation to grade 7 trade union representation within the team.   **ACTION 7**: PM to provide BS with update. |
| **Date of next OSG:** Tuesday 20 February 2024 |