**Operational Steering Group (OSG)**

**Date: Tuesday 14 May 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 |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Nicky Neef | NN | Head of Corporate Services | City Property |
| Adele Bowman | AB | Education Support Services Manager | 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 |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Graham McNab | GM | Unite Lead |  |
| Julie Emley | JE | Notes | Chief Executives |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Michelle McGinty | MMcG | Head of Corporate Policy & Governance | Chief Executives |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Shona Thomson | ST | GMB Representative |  |
| Mandy McDowall | MM | Unison Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |

| **Notes** |
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| 1. **Previous Notes**    1. Notes from previous OSG meeting approved. |
| 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. * For lower volume jobs where there are still a couple of JODs still to be agreed, there is potentially a bigger impact on developing the generic JOD. * Differences between position row totals are most likely due to withdrawals.   1. Unison asked for an update on the completion date for benchmark jobs and highlighted JOD work needs to be fully concluded. PM advised great progress is being made and confirmed the team are working to the timescales of the programme. PM explained there is a separate meeting next week with the Trade Unions to have a more in-depth discussion on the milestones. |
| 1. **Non-Consensus Benchmark JODs**    1. AT referred to the paper issued in advance of the meeting and confirmed the following:      * Non-consensus stage will only be reached where discussions with the job holder and line manager have been fully exhausted. There are currently low numbers at this stage which is encouraging. * Service management are not being asked to evaluate, they are only being asked to clarify the facts and activities so the analysts know what the role entails. The agreed JOD will then become part of the pool of JODs that form the generic JOD. * The appropriate managers should be identified this week to allow analyst discussions to commence. AT will support these discussions where required.   1. BS explained the proportion of job holders interviewed is a concern e.g., BM104 Paralegal where only 3 job holders have been interviewed and 2 have reached non-consensus stage. AT explained there are disagreements based on application of the scheme and advised that as this is something that cannot be changed the only other route to take is through escalation. AT highlighted the various safety checks that are in place for job holders throughout the process i.e., generic JOD, matching process and appeals. PM explained the analysts will also have made every attempt to agree the JOD before reaching non-consensus.   2. BS highlighted non-consensus could be a potential indicator for appeals and the challenges ahead for the Trade Unions. JB emphasised the need for transparency throughout the process, so everyone understands why decisions are taken.   3. BS queried what level of service management will carry out this task. AT confirmed this could vary across the services but highlighted this does need to be someone close enough to the role to understand the job. JB confirmed the services need to be able to identify the correct manager for this task.   **ACTION 1:** Reason for disagreement and participating job holder totals to be included in future statistics. |
| 1. **Secondary Benchmarks Update**     1. AT confirmed the following:  * Interviews are going well, and we are looking at fully concluding these interviews by July 2024. * There are approx. 40 interviews still to be scheduled which the services are working on:   + There are positions with more than 5 nominations that need to be reduced for the group interview. Where the service identifies that it may not be possible to reduce the numbers to 5 due to variations, another interview group could be created if necessary.   + Where there are 0 or less than 3 nominations we need to understand from the services if we are likely to be able to achieve more. * Quality assurance is underway, and JODs have started to be issued. * The analysts are more comfortable and confident managing different job holder activities within the interview groups.   1. CS specified there is a need to recognise the challenges faced by the analysts now they are conducting group interviews with job holders performing different activities. AT agreed group interviews are more challenging than individual but advised the analyst pairs should be able to manage this.      * 1. SH queried if more job holders require to be interviewed for SB180 Outdoor Education Instructor to cover off variations linked to different sites. AT advised the evaluation for this group needs to be completed first to see if it looks like more information needs to be gathered. JB confirmed LG is already addressing this query within the service.   2. Discussion topics around Trade Union concerns have been captured within a table later in the document for ease of reference. |
| 1. **AOB: Appeals**    1. JB explained there is a sub-group meeting next week to continue discussion on appeals and advised once formalised this will be brought back to a future meeting for approval.    2. JB advised RD is seeking legal advice on proposed compromises to the process and suggested the Trade Unions might also want to do the same. |
| **Date of next OSG:** Tuesday 11 June 2024  **ACTION 2:** Update on Unique positions to be provided at the next meeting. |

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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. JB confirmed LG is addressing this issue. |
| Position Mappings | Job holders need comfort that their role belongs within the group. | CH provided an example of an interview group where the job holders have different duties but were required to participate together in a group interview. CH queried the suitability of this as the job holders did not feel this was appropriate.  AT confirmed there is no issue with this for the interview and explained the analysts have been trained to capture differences so they can identify variations. AT advised the analysts should explain this at the interview to provide comfort and confirmed this will be re-iterated to the analysts. SH provided support at a recent interview and confirmed the analysts did provide this clarification.  JB emphasised service management also need to provide reassurance to their staff on this process. |
| 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 as varying activities emerge through the group interviews. AT explained different JODs may then emerge due to variations. |