**Operational Steering Group (OSG)**

**Date: Tuesday 9 July 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 |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration & Sustainability |
| Ross McArthur | RM | GMB Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Chris Sermanni | CHS | Unison Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Sylvia Haughney | SH | 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 |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Nicky Neef | NN | Head of Corporate Services | City Property |
| 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 |
| Geraldine Agbor | GA | GMB Representative |  |
| Shona Thomson | ST | GMB Representative |  |
| Mandy McDowall | MM | Unison Lead |  |

| **Notes** |
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| 1. **Previous Notes**    1. Notes from previous OSG meeting approved.    2. JB confirmed this will be the last meeting for BS and thanked him for his contribution to the OSG. |
| 1. **Benchmark Job Overview Document (JOD) Tracker Analysis**    1. AT summarised the paper issued in advance of the meeting and confirmed the following in relation to non-consensus:  * This is mainly due to job holder disagreement with application of the scheme. * The Job Analyst team are satisfied the scheme has been applied correctly but we may not always get to a position where the job holder agrees. * There is one position within Glasgow Life that has reached this stage due to an internal service issue. JB confirmed the issue within Glasgow Life will be investigated internally.   1. RD advised the following in relation to non-consensus: * Outcomes need to be evidence based and factual. * There will be JODs that will not reach agreement because of a lack of understanding of the scheme and the language used. Layered discussions between job holders and analysts are required to help them understand the detail and provide a better chance of gaining agreement. * There is a need to accept that there will be people that will just not agree. If job holder agreement cannot be obtained, the employer has a responsibility to be clear on what the job holder is required to do. * The evaluation is appropriate for BM035 - Driver (Special Needs) but clarification is required on different vehicle types and work patterns, this clarification should hopefully allow job holder sign off. EC advised there are complications associated with vehicle types that need to be discussed. AW confirmed this would be discussed at service level.   1. The Trade Unions raised the following queries and concerns:   Is non-consensus counted as still in progress? AT advised it is and explained where there is still a chance of a solution, attempts will be made to resolve non-consensus before escalating to the service.  Where a job holder and line manager disagree on the percentage of time for tasks this could be an issue. RD advised the range is expansive so this can usually be captured within it.  Non-consensus should not be downplayed, there is concern regarding the impact this may have on the accuracy of generic JODs produced, particularly for positions where lower volumes of job holders have been interviewed and those under the 5% sample size agreed by the Trade Unions e.g., BM001 – Home Carer. RD and AT confirmed the following:   * The generic JOD applies to the broader population and there will always be variations. * Certain scenarios could impact the generic JOD, but this is not definite. * RD clarified the advice was that anything less than 5% would be statistically insignificant. A representative sample was agreed rather than 5%. * It was agreed by the OSG that volunteer routes had been exhausted and it was time to move on to secondary benchmark jobs. BM001 – Home Carer was discussed in detail as there is a high degree of confidence in the information gathered. * Some positions with smaller numbers may need to be revisited with further interviews required if more information needs to be gathered.   What safety protocols will be in place to provide the required comfort to allow the OSG to sign-off on positions? AT explained consistency checking, quality assurance and matching are all safety nets. JB advised an overview of issues will be required to ensure the OSG are satisfied we have done all that we can before signing off.  Why do completed interview and total evaluation numbers sometimes differ? AT confirmed this is due to job holders withdrawing from the process after interview e.g., movers, leavers, personal reasons. RD confirmed that for smaller volume positions, if a few people drop out of a benchmark sample the position could be set aside from the benchmark if required.   * 1. JB requested the JOD update report for the next meeting with supporting non-consensus summary.   **ACTION 1:** AT to supply JOD update report for the next meeting. |
| 1. **Unique Positions**    1. AT provided the following update:  * All services have issued their managers briefings. * Approximately 200 questionnaires have been downloaded over the last few months. * 3 questionnaires have been returned so far. * There have been no requests so far for additional support. * Systems are in place within the support team to record and track submissions and requests.   1. SH requested the list of unique jobs. AT confirmed this will be circulated.   2. CHS explained there are members that are nervous about completing the questionnaire by 23/08/2024. AT and JB confirmed a pragmatic approach is being taken to this target date. JB explained the importance of the role of the manager in this process and the need for a balanced approach to communications and requirements as this is a voluntary process. TK confirmed HSCP are encouraging job holders but not enforcing a hard deadline.   3. CHS queried what happens when a job holder doesn’t complete the questionnaire. AT confirmed a mapping document of possible different scenarios will be supplied for the next meeting.   4. CHS queried what the criteria is for an interview. AT confirmed it would be a random selection across services and grades and it is anticipated that the interviews would run in parallel as continuous sampling. RD advised it would be better to run in parallel with the desktop evaluations to spread things out for the analysts. RD suggested the Trade Unions may want to identify some jobs upfront for this. AT clarified questionnaires need to be submitted to be included in the interview sample, unless a need for reasonable adjustments is identified.   **ACTION 2:** AT to circulate list of unique jobs to OSG.  **ACTION 3:** AT to provide non-completion of questionnaire scenario planning document at next meeting. |
| 1. **Appeals Process**    1. JB asked the Trade Unions for their feedback on the appeals process. Unison and GMB confirmed they would not be able to feed back until after their committee meetings in August. Unite confirmed the issues for them have now been resolved.    2. JB confirmed a date still needs to be organised for appeals training and this will be picked up by VI.   **ACTION 4**: VI to organise appeals training |
| 1. **AOB: Implementation Date**    1. CHS queried if there is an update on the implantation date. JB confirmed the date is still February 2025. |
| **Date of next OSG:** Tuesday 6 August 2024 |