**Operational Steering Group (OSG)**

**Date: Tuesday 8th August 2023**

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| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan  (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Lorna Goldie | LG | Head of Resources | Education |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Naghat Ahmed | NA | Project Manager | Chief Executives |
| Vickky Irons | VI | Project Manager (Notes) | Chief Executives |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Lisa Gregson | LG |  | Health and Social Care Partnership (HSCP) |
| Cara Stevenson | CS | GMB Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |
| Rosie Docherty | RD | Independent Technical Advisor |  |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Paul McGaulley | PM | Strategic HR Manager | Chief Executives |
| Mandy McDowall | MM | Unison Lead |  |
| Derek Noble | DN | Head of Corporate Services | Health and Social Care Partnership (HSCP) |
| Shona Thomson | ST | GMB Representative |  |
| Graham McNab | GM | Unite Lead |  |
| Julie Emley | JE |  | Chief Executives |

| **Notes** |
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| 1. **Previous note**     1. Previous note amendments from meeting 11th July 2023 agreed. No further amendments required. |
| 1. **Terms of Reference (TOR)**    1. JB advised that updated TOR was circulated to group. Group confirmed that no further updates were required.    2. JB confirmed that all dates for future OSG’s are in the diary and that it was important that everyone ensures they are in attendance. |
| 1. **Benchmark Stats**   3.1 AT referred to the document circulated with OSG meeting papers:   * The number of interviews has not greatly increased since the last meeting. Currently sitting at 902 interviews completed. AT confirmed that this was due to the JOD process but these will now start to increase. * AT noted that the figure of 902 is slightly misleading due to group interviews. We are currently looking at ways to better report on total number of interviews along with total individuals, this will ensure a clearer picture is given.   1. BS queried the 129 interviews to be carried out for Homecarers was larger than 5% of the total number of Homecare employees. AT confirmed that the 129 was based on the total number of employees at a point in time, we do not currently recalculate the sample size. |
| 1. **Appeals process**   AT spoke through a presentation slide to explain the process.   * 1. AT advised that, from feedback, the main stumbling point for the Trades Unions was more in relation to the matching process rather than appeals. * AT confirmed that there would be an opportunity for issues to be raised as part of the Matching Process in cases where the job holder doesn’t feel the generic JOD fully reflects their current job. * AT asked Trades Unions if this clarified the process? EC confirmed that he doesn’t feel like it clarified the process. * AT acknowledged that there is a need to develop the process so that Job Holders and Managers understand the steps. AT provided a high-level process walkthrough to the OSG.   1. EC raised an issue with analyst adding their own opinion and putting their own interpretation across at interview. RD reiterated that the analyst’s job at interview is to fact find and gather information. RD and AT will pick this up separately with EC to gather more information and investigate.   2. JB confirmed that Matching and Appeals process can be discussed further at an OSG Subgroup in 2 weeks’ time. VI to issue invite.   **ACTION 1:** Issue invite for OSG Subgroup on Tuesday 22nd August 2023 from 10.00am – 12.00pm (VI) |
| 1. **Job holder nominations and illustrative sample size**    1. JB confirmed that an OSG Subgroup took place and a subsequent meeting with the Job Analyst Team at Govan hub. The meetings with the JAT based in each hub were well received and the team came across as passionate. Most individuals felt comfortable in providing their feedback. The main points to note from the discussion are:  * Job Analysts felt comfortable ceasing interviews for some benchmark posts but not others. * In order to cease interviews where there is a lack of volunteers, where the sample size of interviews carried out is slightly lower, Job Analysts need to be comfortable that sufficient information has been obtained to develop the generic evaluation, scoring is consistent and no new information has come to light.   1. The Trade Unions advised that they agreed, in principle, but the following was noted: * Consultation with the job analysts is needed before agreeing to cease interviews on benchmark jobs where there is a lack of volunteers * There is a need to try and achieve as close to the sample size as possible for large equal pay groups such as caterers and cleaners.   1. JB asked the question “how do we get more people to volunteer”? RD suggested joint approach by management and Trades Unions might be a way of persuading people to volunteer. SS confirmed that they are making it easy for staff to attend interviews. SS requested numbers on how many more volunteers are required for catering and cleaning staff.   2. AT advised that for the cleaners they have interviewed there is an 88% consistency across scoring but we have interviewed less than 3% of the sample size. BS advised that Trades Unions would feel more comfortable ceasing interviews for benchmark jobs if the sample size interviewed was as close to the 5% as possible. * RD suggested that the analysts currently being recruited could interview more cleaners (once in post and trained) to see if they are also achieving consistent scores.   1. CS raised the question that if consensus is not reached on when to cease interviews, could Job Analysts document their concerns on a document that comes to OSG as part of the benchmark outcome? JB reiterated that it is an iterative process and consensus needs to be reached before outcomes come to the OSG. * RD confirmed that staff would be supported with this process and further meetings will be scheduled with the Hubs to work through their issues and concerns. It was raised by CH that having joint Hub meetings a few times a year would be a good idea.   **ACTION 2:** Provide SS with the number of volunteers required for Catering and Cleaning Posts (AT) |
| 1. **Quality Assurance (QA) Quorum**    1. JB referred to previous discussions at OSG around the proposed changes to the QA Quorum. It was reiterated that any proposed changes were only for Secondary benchmark and Unique jobs. Primary QA for benchmark jobs would continue with 5 (unless someone calls in sick etc then QA would go ahead with 4). Proposal for Secondary and Unique would be to go from 5 to 3.  * CS confirmed that Trades Unions are not comfortable with 3 but would agree to 4. * JB made a counter proposal that we would agree to 4 for Initial QA but the quorum for Supplementary QA’s (following jobholder and line manager discussion) could be 3. * Trades Unions reiterated that they would be looking for 4. Also noted that new staff members could not count as part of the 4 until they have been fully trained. * JB confirmed that we will progress on 4 for both Initial and Supplementary QA’s for secondary benchmark and unique jobs. Agreed that if QA is scheduled and an individual calls in sick, meeting can go ahead with 3. * JB will confirm this decision in an email to Seniors Trades Union reps.   **ACTION 3:** Confirm agreed decision to Seniors in relation to QA Quorum (JB) |
| 1. **AOB**    1. BS noted that he felt the sessions with the Job Analyst Team were needed and that they should continue. They do not necessarily need to have TU’s in attendance.    2. CS asked the question around Local Guidance discussions, is there a document? AT confirmed that the Job Analyst Team maintain a running list of anything they have sought guidance on, this ensures consistency across the Hubs. This can be accessed by all members of the JA Team via EDRMS. Members of the JE team attend the meetings on a rota basis. CS has requested a copy of the Local Guidance discussions document.    3. BS raised a question around CGI being asked to provide volunteers. There are around 100 secondees from GCC and around 50/60 who TUPE transferred. Clarification was requested on how JE outcomes will apply to those staff who are not secondees. AT will raise this question with Legal.    4. EC raised the recent case of Allan & Others vs Fife Council and whether this would have any implications for JE? RD confirmed that she is reviewing the judgement documentation and will feedback to group.   **ACTION 4:** Provide CS with a copy of the Local Guidance document (AT)  **ACTION 5:** Clarify whether TUP’d staff to CGI are included in JE (AT)  **ACTION 6:** Review judgement documentation for Allan & Others vs Fife Council and feedback any implications to the group (ROD) |
| **Date of next meeting:** Tuesday 5th September 2023 @ 1:30 pm |