**Operational Steering Group (OSG)**

**Date: Tuesday 16 May 2023**

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| **Present:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Jan Buchanan (Chair) | JB | Director of Finance and Corporate Services | Glasgow Life |
| Naghat Ahmed | NA | Project Manager | Chief Executives |
| Lynn Norwood | LN | Head of Human Resources | Chief Executives |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |
| Lorna Goldie | LG | Head of Resources | Education |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Cara Stevenson | CS | GMB Lead |  |
| Brian Smith | BS | Unison Lead |  |
| Mandy McDowall | MM | Unison Lead |  |
| Colette Hunter | CH | Unison 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)** |
| Sylvia Haughney | SH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Wendy Dunsmore | WD | Unite Lead |  |
| Graham McNab | GM | Unite Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |

| **Notes** |
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| 1. **Previous Note**
	1. Previous notes approved
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| 1. **Update on Group Interview and Generic Job Overview Document (JOD) Training (Verbal Update)**
	1. AT and RD provided the following update on group interview training:
	* The analysts were initially nervous about how variations would be covered off within a group, but the training has clarified this. The analysts have now been able to put this training in to practice.
	* Some refinements are required but the group interviews are going well, and the analysts are supporting one another as they gain experience.
	* Utilising group interviews for a small number of the benchmark positions is helping prepare the analysts for secondary benchmarks.
	1. AT and RD provided the following update on generic JOD training:
	* Three cross hub training sessions have been carried out with the analysts on generic JODs.
	* The same OSG examples, guide and pay and grading guidance materials have been used for training.
	* Clarification has been provided on where consistency checking, and quality assurance fit in to the process.
	* Three generic JOD groups have been established for this piece of work and each group will run through a sample exercise before going live.
	* The analysts are feeling positive about this next stage of the process.
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| 1. **Feedback on proposed Secondary Benchmark and Unique mappings (discussion)**
	1. LG and JB explained it has been difficult to get diary time with all relevant parties to work on this exercise but confirmed their service submissions will be returned shortly. AT emphasised the urgency around this exercise as the finalised groupings are required to communicate with staff.
	2. CH stated job holders from positions that move mappings into benchmark jobs should be given the opportunity to interview. AT explained this may not be a requirement as the matching process will capture the newly added job holders and positions. RD also clarified not everyone needs to be interviewed. BS confirmed the Trade Unions are getting queries from job holders about this scenario and explained job holders should not be penalised because the services have reassessed their original mappings. AT explained the volumes will need to be considered but highlighted it is too early to tell what the impact of this review will be. JB confirmed the OSG need to understand the volumes before decisions can be made on potentially adding to the illustrative sample sizes.

**ACTION 1:** Outstanding amendments to be returned to AT as soon as possible. |
| 1. **Quality Assurance (QA) Quorum (document issued in advance)**
	1. AT summarised the document and analyst feedback. AT asked for approval to reduce the quorum in accordance with the rationale provided in the proposal.
	2. Based on analyst and steward feedback received yesterday, the Trade Unions confirmed they could not agree to any reduction to the quorum at this stage of the process and highlighted this activity should naturally take less time anyway as the analysts gain more experience. AT highlighted the average time spent on quality assurance is disproportionate to the average interview time. SS queried how the time currently spent on quality assurance can be justified. BS specified quality assurance time management is a management issue.
	3. RD explained quality assurance is a fact checking exercise which should be possible in under half an hour and advised this activity is sometimes carried out by one person in some other local authorities. RD advised quality assurance may have been getting used as a safety net by the analysts to build their confidence, however, since they have had the generic JOD training, they should now have a better understanding of the purpose.
	4. JB clarified the proposed reduction is about refining a process and suggested the proposal be put on hold with the opportunity to feed back to the OSG later. JB suggested it might be useful if different scenarios could be provided with any feedback to demonstrate the other activities that could be worked on if quality assurance time is freed up. RD confirmed she could look at the workplan with AT to produce these examples.
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| 1. **Secondary Benchmark and Unique Jobs – Next Steps (On Screen Presentation)**
	1. AT explained the following in relation to secondary benchmark communications:
	* Finalised alternative mappings are required to progress to the next stage of the process.
	* Staff will be communicated with through an employee and managers brief.
	* Timings are an issue, particularly for term time job holders so there will need to be a tight deadline to respond so job holders can be allocated to their groups for interview. The deadline would need to be around 23 June 2023.
	* Unique positions will be communicated separately later.
	1. The Trade Unions advised 23 June 2023 would not provide adequate time for job holders and confirmed this date should be for initial interest rather than a deadline. The Trade Unions highlighted the focus for many job holders will be on equal pay offers during this time which needs to be factored in as issuing communications at the same time could have a negative impact. LN highlighted there is a need to gauge interest in participation before the summer.
	2. RD advised there is a need to anticipate job holder questions and have answers prepared before issuing the next communication e.g., if your position is not on the list, you will be able to assume you are unique and will have questions about what this means for you. RD queried if there is an opportunity to push the communication date back to focus on other activities and suggested there could be separate dates for term time and non-term time staff.
	3. ST stated job holders need to be reassured they will not be pressurised by management to participate as this is a voluntary process.
	4. AT advised the following in relation to the secondary benchmark group interviews:
	* Job holders will not be able to change their interview location once allocated to protect the group dynamic.
	* Job holders will be invited to stay behind at the hub after the briefing to complete a questionnaire in their groups. The analysts will be on-site to provide general advice if required.
	* Capacity is an issue for the Bridgeton hub; however, this could be overcome by utilising city centre facilities for briefings and interviews when required.
	1. RD highlighted completing the questionnaire after the briefing may not be suitable for all job holders as they may require time to take the questionnaire away and read it first before a session with their group. RD asked if there could be an opportunity to use hub space on different days for these sessions if the job holders required a meeting space. AT advised this would be difficult to accommodate due to other job evaluation activities.

**ACTION 2:** AT to circulate presentation slides.  |
| 1. **Benchmark Position Statistics**
	1. AT explained we have run out of volunteers for the positions where there are still gaps in the sample size and queried if it is time to close off some of the positions now that we have exhausted our volunteering sources. SS and TK explained their services have tried many different methods to encourage more volunteers and agreed it should get to a point where positions are closed off if volunteers have dried up.
	2. The Trade Unions advised it is too early to close off the opportunity to volunteer and advised more needs to be done to attract volunteers. CH stated the location of the hubs are not always suitable for job holders and asked if travelling expenses can be re-enforced and job holders allocated to hubs based on their work locations to help alleviate location difficulties. AT advised it is not always possible to spread interviews in this way across the hubs.
	3. ST stated there is a need to be mindful of the significant time lost due to the pandemic. LN clarified there was a move to the digital platform during this time and the schedule was flipped to ensure the project continued and the team could still proceed with evaluations. ST advised face to face options still need to be available for those who can’t participate online.
	4. LG acknowledged there are some Support for Learning Workers that still need to be scheduled as groups and confirmed they are looking at accommodating this on in-service days. BS advised this would not be palatable as in-service days are allocated specifically for staff training.
	5. ST raised the issue of a variation being included within a recently scheduled Home Carer group interview and stated this was not appropriate as they should have been scheduled as individuals. AT clarified this did not appear to be an issue for the job holders and seemed to be more of a local steward issue. ST stated it is important that job holders have the option of group or individual interviews.
	6. CS queried how the sample size was established. RD explained 5% is statistically significant but having an illustrative sample size means this could increase or decrease if required. RD confirmed she would be comfortable with decreases to some sample sizes if required.

**ACTION 3:** AA to produce communication to encourage job holders in identified positions to come forward and participate.  |
| 1. **Matching Process**
	1. To be discussed at next meeting
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| **Date of next scheduled meeting:** Tuesday 13 June 2023 |