**Operational Steering Group (OSG)**

**Date: Tuesday 4 April 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 |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Sean Baillie | SB | GMB Lead |  |
| Cara Stevenson | CS | GMB Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Colette Hunter | CH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Wendy Dunsmore | WD | Unite Lead |  |
| Graham McNab | GM | Unite Representative |  |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sylvia Haughney | SH | Unison Representative |  |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Mandy McDowall | MM | Unison Lead |  |
| Eddie Cassidy | EC | Unite Representative |  |

| **Notes** |
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| 1. **Previous Note**     1. Previous note approved   **ACTION 1:** Note from 21 February 2023 to be supplied for approval at the next OSG meeting (AT) |
| 1. **Update on Group Interviews (Verbal Update)**    1. AT and RD provided the following update on analyst training:  * Group interview training took place as planned 29 March 2023 with most of the team in attendance. * The training was facilitated by RD and Caroline Wilson. * The analysts are nervous, but the training has improved confidence in group interview facilitation with mainly positive feedback. * Different scenarios were used to help prepare the analysts for potential challenges. * Opening and closing remarks are being drawn up by the lead analysts to support facilitation of the sessions.   1. AT advised there has been some challenges with the scheduled benchmark group interviews that have now been resolved i.e., job holders that would rather participate individually and interview method / location preferences. AT confirmed the team have been able to accommodate most requests at this stage but explained the interview method and location will be fixed for the secondary benchmark positions to protect the group dynamic.   2. SB queried if the group interviews scheduled are at capacity. AT advised they are not at capacity due to low levels of volunteers, reschedules and withdrawals. AT will provide feedback on the group interviews at the next OSG. |
| 1. **Feedback on proposed Secondary Benchmark and Unique mappings**     1. The Trade Unions confirmed more time is required for consideration due to the volumes and advised it would be helpful to spend some time with the services discussing the proposals separately. The service management representatives confirmed they would be happy to facilitate these discussions with the Trade Unions. JB endorsed the suggested approach and asked AT to prioritise the order for approvals. AT confirmed the list will be sorted in order of priority and recirculated.   **ACTION 2:** AT to re-circulate alternative mappings list sorted by priority.  **ACTION 3:** OSG management representatives to make necessary arrangements at a service level to allow discussion regarding the mapping proposals with appropriate local trade union representatives to allow further discussion at the next OSG. |
| 1. **Quality Assurance (QA) Quorum**     1. AT summarised the document issued in advance of the meeting and asked for approval to reduce the quorum in accordance with the rationale provided in the proposal.    2. The Trade Unions queried the benefit in reducing the numbers and confirmed they would be uncomfortable changing the input ratio at this stage in the process. AT explained the need to streamline processes for secondary benchmark and unique positions due to the high volumes, outlining the additional safety measures in place to protect the integrity of the work and scheme. AT clarified there would be no change to the quorum for benchmark positions and confirmed a quorum requires the associated analyst pair.    3. RD confirmed quality assurance is essential and offered reassurance that as the analysts gain more experience quality assurance will take less time. RD suggested four rather than three analysts could be an option for balance and queried if the lead analysts could potentially be removed from the process to free up their time.    4. LN highlighted project scheduling challenges and the need to free up resources for other job evaluation activities as the project progresses and enters a new phase. LN asked the Trade Unions to reconsider the proposal with the reassurance that it can be brought back to the OSG for further review and discussion if required.    5. JB asked the Trade Unions to reconsider the proposal. The Trade Unions queried analyst input into the proposal and confirmed their feedback would be a requirement for reconsideration. AT advised the team are aware of aspects associated with future scheduling but clarified the quorum has not been discussed. JB confirmed feedback should be obtained from the analysts for discussion at the next OSG.   **ACTION 4:** Quality Assurance (QA) Quorum discussion with analysts required with proposal feedback supplied at the next meeting (AT) |
| 1. **Secondary Benchmark and Unique Jobs – Next Steps**    1. AT displayed and summarised several slides and confirmed the presentation will be issued after the meeting.    2. The Trade Unions confirmed agreement still needs to be reached on the interview method for unique jobs and raised concern over the proposal of predominantly utilising desktop evaluations by questionnaire/role profile/person specification for these positions. AT advised safety protocols are in place to protect the process and explained the proposed method is just a different route to get to the Job Overview Document (JOD) discussions.    3. SB queried the level of support available for unique job holders. AT advised the analysts will be available to answer queries.    4. RD recommended incorporating a briefing for unique job holders, so they are fully informed of the process and can ask questions. RD highlighted this could also be an opportunity to demonstrate Gauge, so they have an awareness of the system and outputs. AT advised there could be an opportunity for a pre-recorded online briefing with questions for the analysts fielded through a mailbox. BS suggested large-scale face to face briefings within council facilities. JB asked AT to consider the briefing options for unique jobs.   **ACTION 5:** AT to circulate presentation.  **ACTION 6:** AT to consider briefing options for unique jobs and feed back to OSG. |
| **Date of next scheduled meeting:** Tuesday 18 April 2023 |