**Operational Steering Group (OSG)**

**Date: Tuesday 21st February 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 |
| Andy Waddell | AW | Director of City Operations | Neighbourhoods, Regeneration and Sustainability |
| Tracy Keenan | TK | Assistant Chief Officer | Health and Social Care Partnership (HSCP) |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sean Baillie | SB | GMB Lead |  |
| Brian Smith | BS | Unison Lead |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Lorna Goldie | LG | Head of Resources | Education |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Geraldine Agbor | GA | GMB Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Julie Emley | JE | Notes | Chief Executives |
| Eddie Cassidy | EC | Unite Representative |  |
| Mandy McDowall | MMcD | Unison Lead |  |
| Wendy Dunsmore | WD | Unite Lead |  |
| Colette Hunter | CH | Unison Representative |  |

| **Notes** |
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| JB welcomed the OSG to its first in person meeting. It was agreed going forward the meeting will be either in person or MS Teams and not hybrid.  NA will arrange future meetings in person. |
| 1. **Previous Note (24th January 2023)-** approved. |
| 1. **Previous Note (7th February 2023)-** approved. |
| 1. **Evaluation of Secondary Benchmark and Unique jobs**   **3.1** AT advised papers were presented at OSG in December and the purpose was to confirm the methodology for Secondary Benchmark and Unique jobs. It was noted unique jobs do need to be reviewed as there is a large volume. AT referred to the breakdown in the paper of less than 5 jobholders to be used as a group interview. AT advised the group he will continue to work with services to identify Unique positions that should be mapped to other positions.   * 1. As there a large volume of unique jobs, an evaluation method will need to be determined. Discussion of evaluation of unique posts included a desktop evaluation, however it was noted this is a large exercise for the Job evaluation team. It was noted, training would be required to undertake and RD has been asked to develop the training for unique positions.   2. AT advised it was an opportunity to explore the options of evaluation including the possibility conducting secondary BM jobs with group interviews and one individual interview. For unique posts, work needs to be done to refine which jobs are unique and then conduct a questionnaire.   **3.4** BS queried on how you define a unique job and there was discussion on how potentially secondary and unique jobs may be larger volumes. Potentially, secondary and unique jobs may be larger volumes and there may be scope to do some grouping to manage the volumes.   * 1. RD stressed the point in relation to unique jobs the preference is to take information directly from jobholders and not to solely carry out a questionnaire as RD would find this approach to be less confident. Options were discussed of how many jobholders would complete one questionnaire.   2. RD suggested some areas you can be done by all questionnaires but recommended not for all unique jobs. If it suggests something different then you would do interview. It is important for the balance to be right.   3. BS queried if there were areas in the workforce not evaluated then there would be some concerns. AT is looking into if there are a large volume of jobholders carrying out the same job .RD stated questionnaires alone will not necessarily demonstrate it what duties the jobholder carries out as some jobholders will complete the questionnaire in with full explanations of their duties whilst others may not.   4. AT stated the JOD process will still take place and it was noted jobholders do engage with managers even when the evaluation is completed as a questionnaire. RD stressed the earlier point that the questionnaire is not simply completing a questionnaire as to some extent you will need to have some engagement with the jobholder. RD also stated the disadvantage of group interviews is that you may get a sporadic point of view.   5. LN suggested exploring big groupings that can be evaluated with secondary jobs rather than every job. Are there areas as an OSG are comfortable and we are confident with rather than tackling every BM job. JB stated LN suggestion’s is to focus on certain areas of jobs for evaluation rather than the full picture of evaluation of secondary, benchmark and unique jobs. RD stated the disadvantage of group interviews is that you may get a sporadic point of view.   6. AT stated there is a lead in time and nominations are required. RD is in the process of developing the training for group interviews. SH queried where would the group interviews take place. AT advised primarily to be held at Hubs. Group interviews are unlikely to be held on MS Teams however in exceptional circumstances it will be the case. OSG agreed group interviews for remainder of Benchmark jobs. It was noted further discussion on wider use of Group interviews required.   **3.10** AT requested for nominations and Unison explained their current approach to nominations. GMB would also provide nominations and SB requested for the detail to provided i.e. constitute the group size for the interviews and how many are required.  **3.11** BS suggested communications and there needs to be targeted communications in terms of identifying jobs and volumes. This will ensure there needs to be a good mix of jobs. This will be explored further.   1. It was noted the papers were previously presented and linked with item 3 agenda. |
| 1. **BM Stats**    1. AT stated the BM stats have not moved significantly as the focus is still on JODS for February and March. It was noted approximately 760 JODs been issued. There have been a few amendments being received from JODs. The expectation is there will be no large movement in the interview stats. Feedback from the JAT is the process is relatively going well and interviews are scheduled for the end of March.    2. AT stated line manager and jobholder can only meet as part of the JOD process. However, it was noted it is not always the jobholder’s direct line manager. This has caused some confusion. Day to day manager is not always the appropriate manager. It was noted the manager needs to have a balance and be well placed to have some conversation but not a senior officer that is unable to comment on their job.   **5.3** SB stated if there are issues it must be raised via the service. AT is sending services a helpful reminder. The Job Evaluation Team have a tracker and there is an escalation process that gently nudge the services.  **5.4** BS queried on the previous paper presented on the analysis of the BM stats . AT updated that there was a session on Friday with JAT about the consistency of the information for BM jobs. The OSG will be presented of the findings of BM job interviews. JAT are just interviewing jobholders from one job title. AT stated a further session will be held this week and there are more interviews to be conducted.  **5.5** It was noted Unison may assist with group interviews for cleaners, caterers and homecarers. However, dates for preparatory work are required. It was noted consideration is required for term time dates. |
| 1. **JE project plan**   **6.1** NA stated the project plan that was circulated was the version that was discussed at a previous OSG sub group. However there still requires further work as processes require to be agreed such as Group interviews prior to further timescales being agreed.  **6.2** RD advised we need clarity pf processes before we can agree a date for the project plan. |
| 1. **Risk Register**   **7.1** NA confirmed no new risks have been added to the risk register |
| 1. **AOCB**   **Date of next scheduled meeting:** 7th March – 1330-1530 in person only. |