**Operational Steering Group (OSG)**

**Date: Tuesday 9th August 2022**

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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 | Senior Strategic Human Resources Manager | Chief Executives |
| Alan Taylor | AT | Job Evaluation Manager | Chief Executives |
| Eileen Marshall | EM | Divisional Director | Neighbourhoods, Regeneration and Sustainability |
| Christina Heuston | CH | Assistant Chief Officer (HR) | Health and Social Care Partnership (HSCP) |
| Lorna Goldie | LG | Head of Resources | Education |
| Shona Thomson | ST | GMB Representative |  |
| Geraldine Agbor | GA | GMB Representative |  |
| Brian Smith | BS | Unison Lead |  |
| Colette Hunter | COH | Unison Representative |  |
| Jean Kilpatrick | JK | Unison Representative |  |
| Eddie Cassidy | EC | Unite Representative |  |
| Julie Emley | JE | Notes | Chief Executives |

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| **Apologies:** |  |  |  |
| **Attendee** | **Initials** | **Title** | **Service (if applicable)** |
| Rosie Docherty | RD | External Independent Job Evaluation Technical Advisor |  |
| Sylvia Haughney | SH | Unison Representative |  |
| Mandy McDowall | MMcD | Unison Lead |  |
| Stephen Sawers | SS | Head of Service | Financial Services |
| Sean Baillie | SB | GMB Lead |  |
| Wendy Dunsmore | WD | Unite Lead |  |
| Angela Anderson | AA | Senior Communications Officer | Chief Executives |

| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Accepted Position Mapping Amendments**    1. AT summarised the paper distributed in advance of the meeting and asked for feedback on the proposals.    2. ST queried if Home Carers that drive should be included within this. AT explained that duties differ from job title mapping and clarified that a range in duties will be captured through the interview process.    3. BS and EC confirmed they have not received any comments on the proposed accepted position mappings. On this basis, AT proposed updating the benchmark jobs mapping list so that it can be circulated and added to Connect to give new volunteers the opportunity to come forward and participate. The OSG did not object to this approach.   **ACTION: Update benchmark jobs mapping list (AT)** |
| 1. **Job Overview Document (JOD) Process and Hub Consistency**    1. AT summarised the documents circulated in advance of the meeting and explained why the JOD process has been revised. AT added that RD has since provided further clarification which will be added to version 24 for additional clarity.    2. AT confirmed 57 JODs were issued last week. AT highlighted that as BM038 – Parking Attendant is a smaller group this will potentially move it forward to completion. AT advised the next step is now to develop a timetable for issuing further benchmark job JODs.    3. The Trade Unions raised concern regarding consistency in approach across the 3 hubs. COH explained that she has attended 3 interviews with job holders that were all very different experiences for the same job. ST concurred that this has also been her experience. COH advised that this gives concern about JODs being issued before they are checked for consistency. AT explained that Quality Assurance identifies areas for potential further clarification and discussion but stressed that the JOD issued to the job holder is the one that was completed at interview. AT highlighted that the JOD will reflect what was discussed and will help identify any potential variations in the role as activities can vary. COH queried how consistency in approach is being addressed. AT confirmed RD has investigated this, and the 6 weekly cross hub meeting has been introduced to address issues.    4. BS highlighted that up until now this process has been based on theory rather than practice and due to the complexities, it will result in questions being asked as we progress e.g., how do we get to a generic JOD? BS emphasised the need for this process to be clear, so everyone has confidence in the sign off. JB agreed and explained that the process will be revisited if required with the required justification and audit trail. JB asked for any issues to be collated so they can be used as a checklist.    5. GA confirmed there was feedback from the GMB representative at Bridgeton about the JODs issued last week and specified the process was a ‘shambles’. GA suggested that AT discuss the details of this with the local manager and asked for reassurance that the Lead Analysts are raising issues brought to them by their teams with AT so they can be addressed. AT clarified that information needed to be obtained from different sources which made the process of issuing the JODs more complex but highlighted that it was not ineffective. GA confirmed that specifics will be sent over this week to AT so that this matter can be looked in to. |
| 1. **Benchmark Jobs & Withdrawal Statistics**     1. AT provided the following information in relation to the statistics:  * 27 interviews per week are still being scheduled, however, progress is slow due to withdrawals and the knock-on effect of reschedules. * In recent weeks approx. 44% of scheduled interviews are taking place each week. * Advanced planning and scheduling for HSCP is helping the service with their job holders. A similar approach is taking place with Education to help with term time job holders after the summer. * Support is needed from Service Management and Trade Unions to ensure interviews can go ahead as planned.   1. BS queried if some job holders are withdrawing because the finish time of the interview is after their shift finish time. AT confirmed he is only aware of 1 instance of this as others have been happy to reconvene with local arrangements made with their service. ST emphasised that job holders should not be in any detriment participating in the process.   2. BS asked if it would be possible to see a breakdown of face-to-face interviews and online to compare. JB confirmed this information would be useful and requested this information for the next meeting.   3. EC referred to the low attendance figures and queried how this can be addressed. EC asked if additional resources need to be considered to improve on this. JB highlighted that the Analysts are not currently interviewing at capacity and emphasised the need to maximise on current resources. AT concurred and reminded the OSG of the significant training period that is required for new Analysts. JB explained that as there is not one specific reason for reschedules and withdrawals it is difficult to tackle this. JB advised over scheduling could be an option but recognises the difficulties associated with this at hub level.   4. BS explained that some of the withdrawals and reschedules might be down to service demands, where some job holders might not feel confident participating because of the impacts either on their own workload or on their colleagues. BS stressed that job evaluation is an additional ask for job holders and highlights funding problems across the council. JB acknowledged that services are short staffed across the Glasgow family.   5. ST queried if jobs are still being looked at in cohorts. AT confirmed all benchmark jobs are now being scheduled. ST advised there are GMB nominations for scheduling which will be provided by HR.   6. ST raised concern regarding the questionnaires and advised that it is not ideal for Analysts to be working with incomplete questionnaires at interviews. ST emphasised that job holders need the appropriate questionnaire and time to complete them to rectify this. AT explained that job holders have a minimum 2-week period before their interview to complete their questionnaire with time provided by the service for this. AT advised that completion of the questionnaire is encouraged but it should not be a barrier to the interview.   7. ST emphasised the need to promote the option of Trade Union representation early so that job holders can contact their Trade Union to schedule representation in advance of their interview. AT confirmed that Trade Union representation is promoted through the invites and briefing but advised this could be reinforced at the briefing. JB advised this could also be raised with service HR to be raised with their teams.   **ACTION: Face to Face and Online interview breakdown to be provided for the next meeting (AT)** |
| 1. **Project Plan**    1. JB confirmed that a meeting with NA, LN and AT took place to discuss the project plan. JB advised there is now enough information to allow NA to populate the plan further so that a draft can be issued in advance of the next sub-group with feedback at the next OSG.   **ACTION: Draft updated project plan to be circulated to OSG in advance of the next sub-group meeting on the 6th September 2022. (NA)** |
| 1. **Risk Register**    1. Naghat Ahmed confirmed there are no changes to the risk register. |
| 1. **SJC Scheme**     1. The Trade Unions are seeking guidance from the technical working group on the SJC Scheme and COVID related duties. Updates will be provided by Rosie Docherty on this matter. BS requested an update. JB confirmed RD will pick this up at the next meeting.    2. JK queried how risk of violence is quantified for job holders that are exposed to potential violence in their role. JK confirmed this has come up at 2 recent interviews for a Gallery Assistant and a residential childcare role. AT asked JK to send over any relevant information so that he can look in to this. |
| 1. **Lessons Learned**    1. Lessons learned is a standing item on the note until an update is received. |
| 1. **AOCB: Group Interviews**    1. BS asked for an update on group interviews. AT confirmed an update and required information will be provided at the next sub-group meeting. |
| 1. **AOCB: Contract Extensions**    1. BS queried the 6-month contract extension given the amount of work that still needs to be done. BS asked for the extensions to be 1 year rather than 6 months to incorporate the work and give the team security. AT clarified that the interviews can be completed within the 6-month period and highlighted that the project will be re-evaluated in phase 2. JB acknowledged the need for stability but confirmed that it would be better to get clarity on the timescales through the revised project plan. LN advised the OSG do not have the power to change these arrangements but advised that further discussion can be had to give reassurance. BS acknowledged this but confirmed that this matter will be escalated if required. LN confirmed this will be discussed out-with the OSG. |
| 1. **AOCB: Announcement**    1. CH advised this will be her last meeting and confirmed Tracy Keenan will be her replacement. JB thanked CH for her involvement to date. |
| **Date of next scheduled meeting:** Tuesday 4th October 2022 |