**Operational Steering Group (OSG)**

**Date: Tuesday 14th June 2022**

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| **Present:** |  |
| Jan Buchanan (Chair) | Director of Finance and Corporate Services, Glasgow Life |
| Naghat Ahmed | Project Manager, Chief Executive |
| Lynn Norwood | Senior Strategic Human Resources Manager, Corporate HR |
| Alan Taylor | Job Evaluation Manager, Corporate HR |
| Angela Anderson | Senior Communications Officer, Chief Executive |
| Andy Waddell | Director of City Operations, Neighbourhoods, Regeneration and Sustainability |
| Christina Heuston | Assistant Chief Officer (HR), Health and Social Care Partnership |
| Stephen Sawers | Head of Service, Financial Services |
| Sean Baillie | GMB |
| Geraldine Agbor | GMB |
| Mandy McDowall | Unison |
| Brian Smith | Unison |
| Colette Hunter | Unison |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** |  |
| Sylvia Haughney | Unison |
| Lorna Goldie | Head of Resources, Education |
| Eddie Cassidy | Unite |
| Wendy Dunsmore | Unite |
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| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Matching Process Options**     1. Alan Taylor summarised the paper and asked the OSG to discuss and agree the following:  * The principles for operating group interviews. * Identify the benchmark job group(s) which should be utilised for a controlled sample cohort of group interviews.   1. Unison explained that although the paper seems to be in line with what has previously been discussed there has not been enough time to fully review the content and proposals. Unison confirmed that if a full response is required on the day, papers need to be issued further in advance of the meeting to ensure they can be reviewed in line with their internal processes.   2. Brian Smith queried if all the positions identified will be included as part of the trial. Alan Taylor confirmed the proposal would be to pick a couple of the positions to start with. Brian highlighted that Education and Glasgow Life positions are missing from the list for consideration.   3. Geraldine Agbor asked if individual interviews will still be an option for job holders within identified positions for group interviews. Alan Taylor confirmed that this proposal is just about testing, but as part of the wider programme the intention would be for this option to be available.   4. Jan Buchanan asked the OSG if the approach could be agreed in principle with formal approval required to proceed from the Trade Unions. The OSG agreed. |
| 1. **Equality Impact Assessment (EQIA)**     1. This agenda item was for information only as the papers had been requested at the previous OSG. Alan Taylor asked for any queries to be sent to him directly. |
| 1. **Benchmark Jobs & Withdrawal Statistics**     1. Alan Taylor explained that the Benchmark Job Statistics go hand in hand with the withdrawal statistics. Alan provided the following information in relation to the statistics:  * 27 interviews per week are being scheduled, however, progress is slow due to withdrawals and the knock-on effect of reschedules. * Where a job holder does not attend a briefing without advising they cannot attend, this is flagged to the service to try and bring them back in to the process. * Night Shift briefings were delivered to a small number of job holders within HSCP; however, they were not hugely successful. * Advanced planning and scheduling for HSCP is helping the service with their job holders. We are looking to take a similar approach with Education to help with term time job holders after the summer. * Where advanced planning is required it does create challenges in relation to any annual leave that is not booked in advance by the Analysts, but this can be accommodated, and interviews reallocated where required.   1. Jan Buchanan acknowledged that reschedules for personal reasons cannot be avoided but emphasised that they should not be happening because of workload issues. Stephen Sawers asked for any rescheduling issues due to workload to be escalated to the service so that they can be dealt with. Stephen highlighted that group interviews will present a challenge for services in terms of releasing staff but advised that advanced notice will help with this. Alan Taylor confirmed that the services will be involved in the preparation of group interviews and will receive advanced notice.   2. Brian Smith confirmed the Trade Unions are actively promoting job evaluation to get job holders to come forward and participate. Alan Taylor acknowledged the work that is being done by the Trade Unions and thanked them for the nominations that are being supplied. |
| 1. **Project Plan**    1. Naghat Ahmed noted progress but confirmed that there is no change to the project plan.    2. Jan Buchanan advised that a meeting out-with the OSG is required to address updates before the next OSG in August.   **ACTION: Naghat Ahmed to organise Project Plan meeting with Jan Buchanan, Alan Taylor, and Lynn Norwood. (Naghat Ahmed)** |
| 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.    2. Rosie Docherty highlighted that the team have been given advanced notice of some changes that are being made to the scheme. Rosie confirmed that an update will be provided as soon as possible on this. |
| 1. **Lessons Learned**    1. Lessons learned is a standing item on the note until an update is received. |
| 1. **AOCB: Job Overview Document (JOD) Process and Hub Consistency**    1. Mandy McDowall advised that Analysts have been querying if there is the opportunity to raise questions in relation to the JOD before it is issued. Rosie Docherty explained that the Analysts are anxious about this part of the process, particularly around earlier interviews when they were less experienced. Rosie clarified that the Line Manager and Job Holder need to have their discussion first, with the opportunity to address any outstanding queries after the discussion has taken place. Rosie and Alan Taylor confirmed that this query has been raised and answered several times and came up again at the training session on the 9th June 2022 with training scenarios used to help demonstrate the process in practice. Alan highlighted that the Analysts also received a response in writing on this matter. Mandy confirmed that the update was helpful and acknowledged the need to test the process to check it works robustly.    2. Mandy McDowall asked for an update on cross-hub quality assurance. Alan Taylor clarified that cross-hub quality assurance is the next stage after JOD discussions.    3. Sean Baillie asked for an update on how the JOD process is progressing. Alan Taylor confirmed that there is nothing to feedback yet as only a small number of JOD’s have been issued but confirmed that there is a need to review with the team how this is going. Rosie Docherty advised that there may be a need to consider a revised version of the process to accommodate what has been brought out through experience and training. Alan explained that if any changes are required to the JOD process this would be brought back to the OSG for review, but the process should be robust so hopefully any amendments required would be minor. Jan Buchanan requested a JOD progress report for the next OSG.    4. Sean Baillie highlighted that the GMB do not have a Senior Analyst which excludes them from certain parts of this process and requested a meeting to discuss this. Lynn Norwood confirmed that a meeting will be arranged with Sean out-with the OSG to discuss.    5. Rosie Docherty referred to the issue around hub consistency that was raised at the previous OSG. Rosie confirmed that a meeting was held on the 25th May 2022 to discuss this which was a positive session. Alan Taylor concurred that this was a helpful session for the team. Rosie clarified that many of the issues raised were not new and confirmed that she is currently writing up guidance which will be circulated shortly. Rosie recommended fact finding visits for the new members of the team to help them gain a better understanding of working environments.   **ACTION: JOD progress report required for the next OSG. (Alan Taylor)**  **ACTION: Lynn Norwood to organise meeting with Sean Baillie and Alan Taylor. (Lynn Norwood)** |
| 1. **AOCB: Accepted Positions**    1. Alan Taylor referred to the exercise that is currently being carried out by the services around accepted positions. Alan explained that as part of this review new positions are being proposed to map into existing Benchmark Jobs by the Services. Alan stressed that proposed new mappings need to be a natural fit to be considered. Alan advised that a paper will be produced for the next subgroup with the recommendations for review.    2. Brian Smith recognised the requirement for this piece of work but emphasised the need for transparency as there could be a perception that jobs are being squeezed in to benchmark positions to speed up the timescales. Brian suggested that the services should start linking in with the Trade Unions locally on their proposals for transparency. Alan Taylor concurred. |
| **Date of next scheduled meeting:** Tuesday 9th August 2022 |