**Operational Steering Group (OSG)**

**Date: 21st December 2021**

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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 |
| David McClelland | Head of Service, Education |
| Eileen Marshall | Divisional Director, Neighbourhoods, Regeneration and Sustainability |
| Geraldine Agbor | GMB |
| Brian Smith | Unison |
| Colette Hunter | Unison |
| Eddie Cassidy | Unite |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** |  |
| Mandy McDowall | Unison |
| Christina Heuston | Assistant Chief Officer (HR), Health and Social Care Partnership |
| Wendy Dunsmore | Unite |
| Sean Baillie | GMB |
| Stephen Sawers | Head of Service, Financial Services |
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| **Notes** |
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| 1. **Previous Note**     1. Previous note approved |
| 1. **Independent Technical Advisor Response to OSG Matching Workshop Questions**    1. Rosie Docherty summarised the document. Rosie explained that she is working on an additional paper that will outline the advantages and disadvantages of the options available across different staffing groups. Rosie confirmed that the paper will be ready for the next OSG.    2. David McClelland thanked Rosie Docherty for the clarification provided on the questions from the workshop.    3. Jan Buchanan referred to appeals and emphasised that there is only one appeals process. Rosie Docherty stressed the importance of the language used around this and confirmed that the discussion is about a review rather than an appeal. Rosie explained that this step would give an opportunity for the Job holder to review the document, discuss it with their line manager and raise any concerns they might have at this stage.    4. Brian Smith confirmed a clearer understanding of matching and stated that a review would be a positive step as a checking mechanism. Brian emphasised the need to factor in time and capacity demands into this process. Rosie Docherty confirmed that time and capacity would need to be built into the work plan.    5. Brian Smith queried if patterns across Job holders and line management might make it possible to see early on the jobs that might need to be looked at again. Rosie Docherty confirmed that issues are likely to be identified early on with groups. Rosie stressed the importance of Job holder, Trade Union representative and line manager understanding in what is happening and why so that they know they are being treated fairly in the process. Rosie highlighted that queries and concerns are more likely if people don’t understand the process.    6. The Trade Unions expressed concerns about the information gathering process options and the possibility of not following the same process for all staff. Rosie Docherty explained that not all the options will be suitable for every group of staff, and methods will need to be carefully considered to ensure nobody is disadvantaged. Jan Buchanan recognised the nervousness around this and emphasised the need for transparent communication so that staff understand why approaches have been taken. Jan confirmed that the OSG will also need to carry out reviews and checks along the way. Brian Smith asked if Alan Taylor and Rosie Docherty could talk through the options with Unison representatives to help explain the rationales. Rosie Docherty confirmed that she would be happy to do this for Unison, Unite and GMB. The Trade Unions welcomed this offer.    7. Lynn Norwood advised that the options paper will provide a good overview on how to potentially move forward. Lynn stressed that the reputation of the job evaluation team is paramount and highlighted that there will be training implications that will need to be considered to ensure the team are equipped for this stage of the process. Rosie Docherty concurred and emphasised that the OSG need to have confidence in signing the work off.    8. Jan Buchanan summarised that this is a work in progress which requires further discussion and debate. Lynn Norwood confirmed that she will meet with Rosie Docherty and Alan Taylor early January so that a workable draft of the options paper is available for the next meeting. Rosie confirmed that flowcharts will be used to help demonstrate the different options.   **ACTION: Options paper to be prepared for the next OSG meeting (Rosie Docherty)**  **ACTION: Rosie Docherty and Alan Taylor to attend Trade Union meetings (Alan Taylor and Rosie Docherty)** |
| 1. **Job Evaluation Benchmark Job Holder Cohort Grades 9 to 14**     1. Alan Taylor summarised the document and asked for approval of the proposal.    2. The proposal was approved. |
| 1. **Job Overview Document (JOD) Guide**    1. Alan Taylor explained that the guide ties in with what was discussed at the previous OSG on the 16th November 2021. Alan confirmed that the verification of line managers details is still ongoing so it will be the new year before the process starts.    2. Jan Buchanan advised that if anyone has any comments on the guide they should be sent on to Alan Taylor for consideration. |
| 1. **Risk Register**    1. Naghat Ahmed confirmed that there are no additional risks but highlighted that risks 12,13 and 14 have increased due to COVID.    2. Brian Smith highlighted the impact the pandemic is having on timescales and delivery methods. Lynn Norwood acknowledged this and highlighted how important the discussions are with the services in finding digital solutions to help job evaluation and the services.    3. Rosie Docherty identified that additional impacts might have to be considered because of the matching process. Naghat Ahmed acknowledged this. |
| 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. |
| 1. **Lessons Learned**    1. Brian Smith advised that Lessons Learned should remain as a standing item on the note until an update is received. Jan Buchanan agreed this. |
| 1. **Date of next scheduled meeting:** 25th January 2022 (Subgroup meeting) |