

Operational Steering Group (OSG)

Date: 7th September 2021

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
Stephen Sawers	Head of Service, Financial Services
David McClelland	Head of Service, Education
Eileen Marshall	Divisional Director, Neighbourhoods, Regeneration and Sustainability
Rhea Wolfson	GMB
Brian Smith	Unison
Mandy McDowall	Unison
Wendy Dunsmore	Unite
Rosie Docherty	Independent Job Evaluation Technical Advisor (External)
Julie Emley (Notes)	Corporate HR

Apologies:

Colette Hunter	Unison
Sylvia Haughey	Unison
Eddie Cassidy	Unite
Angela Anderson	Senior Communications Officer, Chief Executive
Christina Heuston	Assistant Chief Officer (HR), Health and Social Care Partnership

Notes

1. Previous Note

- 1.1. Previous note approved
- 1.2. Alan Taylor confirmed that 113 is the agreed number of benchmarks for grades 1 - 8 but highlighted that two additional jobs have been added to the Leadership Benchmark Jobs list at the request of Financial Services. Alan confirmed that amendments can be made to the lists if required.
- 1.3. Lynn Norwood confirmed that she has spoken with Members Services and dates for the cross-party meetings are in the process of being scheduled. Lynn confirmed that there will be meetings on the 22nd September 2021 and the 24th November 2021.
- 1.4. Alan Taylor confirmed that the second EQIA session has now taken place and advised that the deadline for participant feedback is the 10th September 2021.

2. Benchmark Jobs – Statistics & Interview Cohorts

- 2.1. Alan Taylor summarised the statistics and Interview Cohorts report and asked for Management and Trade Union support in obtaining the required number of nominations.
- 2.2. The Trade Unions asked for clarification on the columns and colour coding in the appendix table. Brian Smith also asked if job holder volumes could be included within the table. Alan Taylor confirmed that he would update this information and recirculate the document.
- 2.3. Brian Smith asked if it is possible to determine if any of the jobs are finished based on the target percentage. Alan Taylor confirmed that it is too early to tell and explained that only once Line Manager verification has been completed will this become clearer.
- 2.4. Rhea Wolfson queried the approach outlined and asked how the interviews will be managed across the team. Alan Taylor explained that the identified jobs within the next callout will be exhausted quickly due to the low numbers and highlighted the need to start planning for the longer term to help spread out the high volumes for the services. Alan confirmed that interviews for larger volume jobs would be spread out, whereas smaller volume positions would be seen closer together. Lynn Norwood re-iterated that the approach outlined will help HR and Operations plan and highlighted that it is prompting discussions to look for IT solutions within the services which will help the team.
- 2.5. Rhea Wolfson stressed that shop steward availability needs to be factored in by the services. Jan Buchanan asked management to reiterate the importance of facilities time, as well as time for the job holder, through their management routes of

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communication. David McClelland reinforced management commitment to releasing staff and shop stewards, and welcomed the flexible approach outlined to help services plan.

2.6. Rhea Wolfson stressed that not all jobs on the list will have access to technology. Alan Taylor confirmed that discussions are taking place with the services to look at their IT arrangements e.g. office spaces to participate remotely so that job holders don't need to travel to hubs. Alan confirmed that a cautious approach is being taken because of the pandemic but it will get to a point where the hubs might need to be used to accommodate interviews.

2.7. The Trade Unions raised concern with regard to high volume, key equal pay jobs being targeted too early and stressed that it would be counter-productive to collect in job holder details too far in advance. Rhea Wolfson asked if the Trade Unions could come back in the next couple of weeks with their proposal on the order of jobs. Rosie Docherty agreed that it would be useful for the Trade Unions to link in with Alan Taylor, in addition to the discussions with the services, to prepare the engagement schedule. Jan Buchanan confirmed that the engagement schedule should be added as an agenda item for the sub group. Alan Taylor confirmed that nominations are still required for those that have been identified within the table as digitally enabled.

ACTION: Circulate updated Appendix (Alan Taylor)

ACTION: Engagement schedule to be added to the OSG Sub Group Agenda (Jan Buchanan)

3. Recruitment Plan

3.1. Lynn Norwood summarised the report and asked for approval to progress with the planned approach to recruitment.

3.2. The recruitment plan was approved.

4. Project Plan

4.1. Naghat Ahmed confirmed the following:

- The project plan was presented to the sub group on the 10th August 2021
- Rosie Docherty's input has now been included in the plan
- The plan is a target and is based on the following assumptions:
 - 27 interviews per week
 - 80% job holder attendance
 - 5% sample of job holders within each benchmark position
 - Job Evaluation team resources in place until September 2022

4.2. Rhea Wolfson emphasised the need for actual dates based on tangible data and asked when this would be available. Rhea confirmed that she would like this to be made available before the first political oversight meeting. Jan Buchanan concurred that a meaningful plan is required but highlighted that the data is not currently meaningful enough to provide anything other than assumptions. Jan explained that

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no other council has done job evaluation this way before which creates difficulties with a project plan. Rosie Docherty advised that the plan should still be communicated to elected members, even if it is with caveats. Rosie confirmed that the difference in attendance levels between now and November is something that can be measured and reflected on the plan. Rosie highlighted the need for the timescales to be worked on by the sub group, but also highlighted that there should be a view about what we are aiming for from out-with the OSG as there are other aspects that feed in to Job Evaluation that need to be considered.

4.3. Wendy Dunsmore raised concern about the impact of restructures within services before job evaluation is completed and highlighted that jobs might also have changed since first seen because of the pandemic. Rosie Docherty advised that service reconfiguration and redesign are features of local authorities and should be monitored throughout the process.

ACTION: Project plan for political oversight meetings to be added to the agenda for the next sub group and OSG (Jan Buchanan)

5. Risk Register

5.1. Naghat Ahmed confirmed that there are no additional risks and no changes.

5.2. Mandy McDowall asked for an update on Lessons Learned as this is still outstanding. Lynn Norwood confirmed that she will pass on this feedback.

6. AOCB – Appeals Process

6.1. Lynn Norwood asked for the appeals process to be added to the agenda for the next sub group meeting.

ACTION: Appeals Process to be added to the sub group meeting agenda (Jan Buchanan)

7. AOCB – SJC Scheme

7.1. The Trade Unions are seeking guidance from the technical working group on the SJC Scheme and COVID related duties. Mandy McDowall highlighted the need to keep this item on the agenda. Jan Buchanan confirmed that she would ask Rosie Docherty for an update on this matter.

8. Date of next scheduled meeting - 2nd November 2021