**Operational Steering Group (OSG)**

**Date: 9th March 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 |
| Andy Waddell | Director of Operations, Neighbourhoods, Regeneration and Sustainability |
| Moira Carrigan  | Head of Financial Systems Control, Financial |
| David McClelland | Head of Service, Education |
| Rhea Wolfson | GMB |
| Geraldine Agbor | GMB |
| Brian Smith | Unison |
| Mandy McDowall | Unison |
| Sylvia Haughney | Unison |
| Colette Hunter | Unison |
| Eddie Cassidy | Unite |
| Wendy Dunsmore | Unite |
| Rosie Docherty | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | Corporate HR |
| **Apologies:** |  |
| Christina Heuston | Assistant Chief Officer (HR), Health and Social Care Partnership |
| Julia McCreadie | Head of Catering and Facilities Management, Development and Regeneration Services |
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| **Notes** |
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| 1. **Previous Note**
	1. Previous note approved
	2. Brian Smith asked for an update on the volunteer proposal. Lynn Norwood explained that she did not realise the action was linked to herself and apologised that it had not been prepared.

**ACTION: Volunteer proposal to be circulated in advance of the next meeting (Lynn Norwood)** |
| 1. **General Purposes Committee**
	1. Jan Buchanan advised that there was nothing contentious at the General Purposes Committee on the 2nd March 2021 and confirmed that 2 questions were asked:
* Has Glasgow City Council sought relief money to compensate for the delays? Jan confirmed that Lynn Norwood is looking in to this.
* How is the relationship with the Trade Unions in moving forward towards re-engagement? Jan advised the Committee that the Trade Unions have been supportive and pragmatic.
	1. Lynn Norwood stated that the Committee also wanted to know when Job Evaluation would be re-starting on the digital platform.
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| 1. **Issues Log**
	1. Alan Taylor confirmed that there have been no changes since the last report and highlighted that there are likely to be additions for the next meeting due to the training that is taking place with Rosie Docherty on the leadership jobs.
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| 1. **Equalities Impact Assessment (EQIA)**
	1. Alan Taylor talked through the paper distributed in advance of the meeting.
	2. Rhea Wolfson referred to a previous discussion at the OSG where it was highlighted that the equalities groups might not be fully representative of the workforce and asked if there has been any progression on how this will reach out wider.
	3. Alan Taylor confirmed that there was a suggestion to use a survey, but it wasn’t agreed. Alan acknowledged that the groups will not be fully representative but stated that issues raised from the groups will help inform any remedial action that is required. Alan highlighted that by moving the order of interviews, face to face interviews can still take place later in the process. Rhea Wolfson stressed the need for a robust and thorough review so that the process stands up at tribunal if need be. Rhea stated that if delaying interviews to resolve technology issues is a mitigation, it should be acknowledged. Alan reassured Rhea that the approach taken is thorough and highlighted that the SJC scheme criteria will also safeguard the process. Alan confirmed that if the feedback identifies issues they will be brought back to the OSG. Lynn Norwood suggested an all staff communications piece following on from the equalities group feedback to provide another platform for staff.
	4. Rosie Docherty highlighted that continual review is required throughout the Job Evaluation process to ensure there is confidence in the information underpinning the evaluations.
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| 1. **Training and Development**
	1. Alan Taylor talked through the paper distributed in advance of the meeting.
	2. Alan Taylor advised that the development activities have been beneficial with no major technical issues. Colette Hunter confirmed that she has had positive feedback from those who attended sessions from clerical and administration.
	3. Alan Taylor advised that the Analysts are using person specifications and role profiles to carry out the paper-based evaluations of the Leadership roles but highlighted that this does require the need for certain assumptions. Alan confirmed that quality assurance sessions with Rosie Docherty have been scheduled for next week with the team.
	4. Eddie Cassidy asked why work on the Leadership roles is taking place and why it is being done differently to other roles. Rosie Docherty confirmed that this was her suggestion as the Analysts need to understand how the different levels hang across and confirmed that the Analysts are not looking at them in full, just the responsibility factors. Rosie explained that there is not much management experience within the team to draw on and this work will help with their preparation, familiarisation and understanding of what questions to ask. Rosie also confirmed that there had been a discussion about someone from Finance coming along to talk to the team about the scheme of delegation to help with their understanding. Alan Taylor reassured Eddie that this is just a training exercise and the roles are being evaluated in the same way. Eddie agreed that the approach taken makes sense.
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| 1. **Job Overview Document (JOD) Process**
	1. Alan Taylor apologised that the JOD process wasn’t issued in advance of the OSG but confirmed that the review with the Analysts only took place yesterday afternoon. Alan shared the process on the screen and talked through the steps.
	2. Alan Taylor advised the following:
* There was a follow up session on Friday 5th March 2021 with Rosie Docherty to review the process.
* The team are very passionate about this process and all changes have been discussed with them.
* If the process isn’t working, we can come back and review it.
	1. The Trade Unions confirmed that Analysts have expressed concern to them about the JOD process and asked how the consultation with the team took place on this matter. Alan Taylor confirmed that various discussions have taken place with the Analysts throughout the versions and expressed his disappointment that concerns have been raised when it was clearly explained.
	2. Alan Taylor confirmed that there are areas of interest for the Analysts i.e. number of times to chase information, timescales and clarification of what is meant by service management but advised that the rationale for making the changes to the process was clearly communicated. Alan clarified that the definition of service management is something that will need to be discussed and agreed by the OSG. Rosie Docherty explained that the process was too heavy handed in earlier versions and advised that sending out a reminder should just be a prompt for the job holder as discussions will already have taken place with the Analysts. Rosie referred to the issue of service management and advised that the level of management needs to be the first level that understands the job and if not the first then it would be the next level up. Rosie confirmed that senior management should be involved much later in the process when looking at the jobs overall. The Trade Unions advised that the team need reassurance that if the process isn’t working it can be changed and asked for this to be communicated to them in writing. Alan advised that he was perplexed by the confusion but agreed to issue a communication to clear this matter up.
	3. The Trade Unions raised concern about management transparency and inconsistent communication across the teams. Rhea Wolfson advised that she is frustrated that issues are being raised with them that should be resolved by management. Brian Smith re-iterated this and suggested that there should be regular city-wide meetings to solve the issue of inconsistent communication across the teams. Jan Buchanan asked for specific issues to be raised with Alan Taylor directly and asked Alan to review the team communication strategy to ensure messaging is consistent. Alan confirmed that he will look in to this.

 **ACTION: JOD process to be issued for review and comments (Alan Taylor)**  |
| 1. **AOCB – Next Steps**
	1. Jan Buchanan acknowledged that things are progressing but highlighted the need for them to move quicker. Jan advised that key progress points will be discussed at the next meeting to understand what we are going to deliver. Jan asked the group if there was anything they would like to highlight for consideration at the next meeting.
	2. Alan Taylor explained that he has been looking at the benchmark jobs to try and get a sense of those where workplace technology should be available to job holders and confirmed that he has identified several jobs that would be realistic for targeting volunteers. Alan advised that key equal pay jobs have been avoided just now and explained that those identified are mostly from cohorts 3 and 4 at grades 5,6,7 and 8. Alan stressed that this approach would need to be discussed with the services as there might be reasons why job holders can’t participate at this time. Alan suggested that if this approach is taken then a communication would be issued to staff and managers seeking volunteers from the identified groups. Rhea Wolfson confirmed that they would need to see the jobs first to decide but in theory the approach is acceptable. Jan Buchanan confirmed that she would be happy with this.
	3. Alan Taylor informed the group that there have already been some requests to volunteer but unfortunately most of them are not benchmark job holders.

**ACTION: Proposed target list of jobs to be issued to OSG members (Alan Taylor)** |
| 1. **AOCB - Leavers**
	1. Rhea Wolfson advised that a GMB Analyst has left the Job Evaluation team to return to their service and confirmed that a replacement nomination from GMB is required in line with the resourcing agreement. Rhea stressed that this is a red line for GMB and highlighted that if this does not happen GMB will not continue with the partnership agreement. Unite and Unison confirmed that they would also walk away from the partnership if this issue is not resolved.
	2. Lynn Norwood confirmed that a decision has not been made on this matter and there is still time to consider and review this when the time is right. Rhea Wolfson stressed that this is an urgent matter and re-iterated that this is essential for GMB.
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| 1. **Next Meeting**
* Next Meeting: Tuesday 6th April 2021
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