**Operational Steering Group – Selection Process 23/08/19**

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| **Present:** | | |
| Julia McCreadie (Chair) | JMc | Development & Regeneration Services/GCC |
| Naghat Ahmed | NA | Project Manager/GCC |
| Angela Anderson | AA | Chief Executive’s/GCC |
| Lynn Norwood | LN | Corporate HR/GCC |
| Alan Taylor | AT | Corporate HR/GCC |
| David McLelland | DMcL | Education/GCC |
| Janice Timoney | JT | Finance/GCC |
| Eileen Marshall | EM | Neighbourhoods & Sustainability/GCC |
| Rhea Wolfson | RW | GMB |
| Geraldine Agbour | GA | GMB |
| Sylvia Haughney | SH | Unison |
| Mary Dawson | MD | Unison |
| Mandy McDowall | MMcD | Unison |
| Jean Kilpatrick | JK | Unison |
| Wendy Dunsmore | WD | Unite |
| Rosie Docherty | RD | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | JE | Corporate HR/GCC |

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| **Apologies:** | | |
| Jan Buchanan | JB | Finance & Corporate Services/Glasgow Life |

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| **Notes** |
| **Selection Process**  JMc introduced herself as the chair and advised that this interim meeting had been called to specifically look at the selection process.  RD provided an update on how other councils approached this and advised that the approach taken varied depending on resources and Trade Unions. RD advised that there is a need to cover all bases as part of this e.g. area teams, gender splits. Some councils would cascade the requirement down based on the SJC criteria and some would discuss the names as part of the OSG. Samples can always be added to if there is anything missing. RD emphasised that due to the volume in Glasgow it is important to maximise the range within the jobs. RD acknowledged that the Trade Unions need to feel confident with the approach due to the generic profiles and potentially significant variations within roles.  RW referred to the discussion at the previous OSG with regard to considering equality strands. RD advised that there is an emphasis on gender, particularly due to equal pay, but other equality strands should also be reflected where possible.  AT handed out two documents   * SJC Scheme 2nd edition practice manual extract – selection criteria * Benchmark Job Holder Selection Process – DRAFT   AT advised that the 2nd edition practice manual was being referred to as Glasgow are at a different stage with the scheme than other councils so this section is more relevant to Glasgow.  AT then talked through the draft Benchmark Job Holder Selection process and asked if anyone had any questions afterwards.  MMcD stated that Glasgow is not starting at the same place as other Councils and asked if section 3.10 could be amended so that the decisions come back to the OSG. RW highlighted that the scheduled timetable shouldn’t dictate how job evaluation is progressed as it needs to be done properly. AT agreed that the quality is important but highlighted that the Analysts need to have a meaningful programme of work.  RD suggested that it might be an idea to factor in substitutes to the process. WD had concerns about this with regard to the preparation required and advised that it would be extra work that might not be needed. WD also advised that she felt that the timescales in the original schedule for the jobholder are too tight and felt that employees would need 3-4 weeks to prepare before interview. AA suggested that substitutes could just be included in briefings to allow them to get the job evaluation message.  WD asked if there are any restrictions on the Analyst teams with regard to who they are interviewing. RD advised that there are no restrictions on Trade Union nominations interviewing employees from the same Trade Union but Analysts shouldn’t evaluate jobs from their own service area. Analysts would need to highlight any other conflicts of Interest in their schedules e.g. interviewing family or friends.  DMcL felt that the terminology used with regard to numbers is incorrect and would like this referred to as the right representation rather than talking in numbers. DMcL also queried how the Trade Unions would identify people based on the criteria. SH advised that Unison are organising sessions with members to discuss job evaluation and this will allow them to identify volunteers.  RW advised that they might not have SAP numbers so they would need to find a way of identifying a unique ID.  MMcD highlighted that there are still practicalities that need to be ironed out for employees so that they understand how the process works.  **The Trade Unions advised that time to consult and reflect on the paper is required and feedback will be provided by Friday 30th August 2019.** |
| **Go Live**  LN asked if consideration could be given to starting the Job Evaluation process with briefing sessions starting either the 9th or the 16th September 2019 and advised that she would be happy to start with 1 or 2 cohorts to get the process moving. LN advised that she is conscious of timings and is keen to move the Analysts on from their extensive training period.  RW highlighted that this links in to the specific issues raised at previous OSG meetings with regard to the requirement of specific policies and procedures for employees. LN confirmed that nobody would be out of pocket as a result of this process and that flexibility would be required from the services to support this. RW advised that everything needs to be put in writing and systems need to be put in place.  **RD suggested that a draft invite letter is produced to demonstrate what the employee would need to know before attending an interview. LN agreed to this and a draft document will be sent round the OSG in advance of the next meeting.**  WD asked when the Analysts would get sight of the structures. LN confirmed that the Analysts will receive the required extracts for the areas they will be looking at.  RD advised that she has discussed structures with the Analyst team and has advised them that she will provide them with practice organisational charts for the training environment. RD raised a concern with regard to structures and discussions on grades and advised that structures used should not have grades on them in order to ensure there are no preconceived ideas before interview.  DMcL advised that Education have been keen to get started for some time and Managers have been planning delivery programmes. Education are willing to go first. SH highlighted that this is not the case for their members and they are unclear on job evaluation and don’t have an understanding of what is happening. WD reiterated that job evaluation needs to be done right and their members need confidence in the process. DMcL agreed with this.  RD advised that it is important that communications make it clear that not everyone will be interviewed and that not all jobs will be evaluated before the implementation date. AA queried implementation without going through full selection of the benchmark, generic and unique jobs. RD advised that not all positions need to be evaluated in order to design the pay & grading structure. RD stated that due to the volume of Jobs within Glasgow it would not be possible to evaluate all jobs within the timescales. RD advised that in line with the SJC Scheme, there are still processes that will need to be established in due course, such as questionnaire work plans and generic benchmark matching in. These processes will be brought back to the OSG for consideration.  WD highlighted the absence of communication and SH advised that their members and staff are not prepared for this.  **LN advised that the final version of the communication will be sent over to Comms 23rd August 2019 and will be issued to all staff home addresses, information will then be made available on the website. WD asked when the letter will be issued and LN advised that this will be within the next week to 10 days. LN advised that she will communicate to the OSG members when this will be issued.** |
| **AOB**  MMcD raised the issue of tabling papers and not issuing them in advance, this slows down the process for them. JMc advised that this was noted and will be avoided if possible.  The next official OSG meeting is the 4th October 2019 and an additional meeting will be scheduled to supplement this week commencing 2nd September 2019. |