**Operational Steering Group 11/07/2019**

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| **Present:** | | |
| Jan Buchanan (Chair) | JB | Finance & Corporate Services/Glasgow Life |
| Alan Taylor | AT | Corporate HR/GCC |
| Lynn Norwood | LN | Corporate HR/GCC |
| David McLelland | DMcL | Education/GCC |
| Janice Timoney | JT | Finance/GCC |
| Naghat Ahmed | NA | Project Manager/GCC |
| David Russell | DR | Neighbourhoods & Sustainability/GCC |
| Julia McCreadie | JMc | Development & Regeneration Services/GCC |
| Jackie Kerr | JK | Social Work/GCC |
| Brian Smith | BS | Unison |
| Colette Hunter | CH | Unison |
| Jean Kilpatrick | JK | Unison |
| Mary Dawson | MD | Unison |
| Rhea Wolfson | RW | GMB |
| Wendy Dunsmore | WD | Unite |
| Rosie Docherty | RD | Independent Job Evaluation Technical Advisor (External) |
| Julie Emley (Notes) | JE | Corporate HR/Glasgow City Council |

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| **Apologies:** | | |
| Andy Waddell | AW | Neighbourhoods & Sustainability/Glasgow City Council |
| Mandy McDowell | McD | Unison |
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| **Notes** |
| **Unison Email**  JB started the meeting with an introduction and welcomed the attendees. The first item for discussion was the email from Unison to OSG members (10/07/19).  **Points 1 & 2 – Letter from Cllr Aitken 14/02/19**  JB agreed that she will take advice on this and will provide feedback at the next meeting.  **Point 3 – Equality Assessments/Checks**  The Steering Group agreed to reviews in line with the implementation plan.  **Point 4 – Communications**  JB advised that a comms plan is being developed and will be shared with the group when available.  **Points 5 & 6 – Briefings**  BS highlighted that TU representatives require SJC briefings to ensure that they are equipped to assist the employees with the process and the completion of their questionnaires. BS estimated that this would be approx. 100 – 150 people. BS highlighted that was discussed at the JEWG. LN advised that she will look in to this.  **Point 7 - TOR**  BS wanted to know when Pay & Grading and Job Evaluation would combine. JB advised that they are separate and Pay & Grading will be dealt with by a different group. DMcL highlighted that this maintains the integrity of Job Evaluation.  BS raised a query over time off for interviews, travelling expenses and travel time. LN advised that there is still work to do on this as the focus so far has been on recruitment and starting the project. LN advised that this is something that can be discussed as part of the OSG. BS would like to ensure that this is not expected to be in the employees own time and they should not be out of pocket. JB advised that this will need to be discussed and reviewed. |
| **Previous Note**  WD raised the issue that the meeting documentation was only issued the day before and highlighted that this does not allow enough time for review in advance of the meeting. JB acknowledged this and agreed that meeting documentation will be issued at least 2 days before the meeting to allow for decisions to be made at the OSG meetings.  There is a requirement for a sweep up session for those who cannot attend the SJC overview on the 17th. |
| **TOR**  LN advised that the document has now been repositioned and broadened but kept within the SJC scheme governance arrangements. RD referenced the need for variations due to the volumes in Glasgow.  RW advised that the TOR has moved in a positive direction and will be able to confirm if happy to approve early W/c 15/07/19. NA to circulate approved version to OSG.  Jean Kilpatrick (Unison) to be added to the OSG membership list. RW advised Geraldine Agbor to be removed from membership list and will confirm GMB representative.  RD advised that page numbers, date and version control are required on the documentation. |
| **Project Plan**  NA advised that the go live date has now moved from July to August and training is on schedule.  AT provided an accommodation update   * Temporary office space for the central team in room 2:29, 40 John Street * Govan site is now ready * Remedial works taking place at Anniesland * The full team are temporarily working out of Eastgate and a permanent space within this location requires to be identified. |
| **Benchmarking Methodology**  AT presented the Benchmarking Methodology paper.  AT highlighted that consideration will need to be taken for the higher grades (G8 and above) as due to numbers they might not actually be benchmarks.  JK raised a concern with regard to job titles not taking in to account the variations within roles. AT advised that the scheme accommodates such situations, a cross section of groups will be looked at and not all grouped together.  AT advised that he would like OSG acceptance for the top 2 within each grade with the flexibility to add to if needed to incorporate equal pay groups. AT asked the group for authorisation to progress with this approach.  RW advised that she would like to see the following information to allow for an informed decision:   * Percentages or numbers against the workforce or grade * Claimant job titles * Gender breakdown for the top 5   RD reminded the group that the top 5 could not all be used as it would be too big a benchmark.  Agreement was made to supply further information by COB on Wednesday 17th July 2019 to allow for an agreement in the approach by Monday 22nd July 2019.  BS highlighted that a decision cannot be made until after the Unison meeting on the 29th July 2019. WD advised the Unite meeting is on the 7th August 2019. |
| **Training update**  RD provided the following update on training   * The team are positive & enthusiastic * TU & HR have been involved in practice sessions * The team are currently looking at local guidance * Areas for development are currently being identified * 1 member of the team has left * One to one work still required * Suggestion of OSG membership attending mock interviews * Requirement for the team to feel confident before going live with meetings * Mentors to be involved at early stages of interviews   BS asked about the requirement for the team to have exposure to the services.  RD advised that the analysts will need to go out to sites as well as have tutorials with management, IT, FM, etc. LN advised that this will be linked to the benchmark groups. JK highlighted the need for appropriate planning for this to protect staff and service users. |
| **Launch Proposal**  Tabled papers passed round the OSG for consideration.  AT talked through the proposal to start with a slow launch of 39 people from the top 13 positions by volume. This approach would build confidence in the team before moving on to larger volumes of interviews. The proposed first interview based on this approach would be the 12th August 2019 with briefings for the invited employees, managers and TU reps starting on the 24th July 2019.  GMB, Unite & Unison raised concerns with regard to the following:   * Tabled papers issued on the day and not in advance * Proposed timescales * Requirement for all staff communication and communication plan * Selection criteria for the launch group should not be picked by GCC HR   AT highlighted that the evaluation outcome would not rest on the small number used for the initial phase, and would help to build confidence in the teams.  JB highlighted the need for partnership working .JB asked the OSG for commitment to the principles of the proposal with the timescales to be agreed. RW advised that she was happy in principle with the approach but the issues identified would need to be resolved in order to progress.  GMB, Unison and Unite took a break to collectively discuss the proposal. BS advised that the Trade Unions could not agree to the proposal at the moment based on the issues identified. The issue of tabled papers was raised again and JB agreed that where possible, tabled papers would not be used at future OSG meetings.  An additional meeting will be scheduled for W/c 29/07/19 to discuss the benchmarking methodology and employee communications. |