**Operational Steering Group 13/08/2019**

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| **Present:** | | |
| Jan Buchanan (Chair) | JB | Finance & Corporate Services/Glasgow Life |
| Naghat Ahmed | NA | Project Manager/GCC |
| Lynn Norwood | LN | Corporate HR/GCC |
| Alan Taylor | AT | Corporate HR/GCC |
| Julia McCreadie | JMc | Development & Regeneration Services/GCC |
| David McLelland | DMcL | Education/GCC |
| Janice Timoney | JT | Finance/GCC |
| Andy Waddell | AW | Neighbourhoods & Sustainability/GCC |
| Rhea Wolfson | RW | GMB |
| Geraldine Agbour | GA | GMB |
| Brian Smith | BS | Unison |
| Mary Dawson | MD | Unison |
| Jean Kilpatrick | JK | Unison |
| Wendy Dunsmore | WD | Unite |
| Eddie Cassidy | EC | Unite |
| Julie Emley (Notes) | JE | Corporate HR/GCC |

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| **Apologies:** | | |
| Rosie Docherty | RD | Independent Job Evaluation Technical Advisor (External) |

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| **Notes** |
| **Previous Note**  JB started the meeting with an introduction and welcomed the attendees. The first item for discussion was the previous note.  **Lessons Learned Letter 28/07/19**  BS advised that a response is required. LN advised that Robert Anderson is just back this week from annual leave and that this is being reviewed as a Council matter by Robert and Carole Forrest. LN stated that she would still like the OSG to run in parallel with this matter. BS advised that nothing can be agreed until this is dealt with.  **Travel Expenses & Employee Arrangements**  RW asked for an update on travel expenses. LN advised that she is looking to formalise baselines and that there might be an opportunity for local arrangements in conjunction with the conditions of service arrangements. LN made a commitment that additional costs to employees will be reimbursed in line with our terms and conditions. RW advised that the conditions of service doesn’t cover the specialist and specific arrangements for this project and that guidelines will be required. RW highlighted that the guidance would also need to cover extra time if interviews run on, lifts to interviews, transportation in Council vehicles, etc. LN advised that this guidance will be produced and will incorporate time off for questionnaires, this will be submitted back to the OSG for approval. BS highlighted concerns about how the services will approach this from a resourcing perspective as they will also need to factor in internal training, annual leave, sickness and Trade Union duties in addition to running the services. BS questioned the budget being used to cover this. LN advised that the services will need to manage this operationally.  **Recruitment**  LN talked through the vacancies update paper and advised the following:   * **Vacant Lead Analyst post**: This vacancy is currently being supported by mentors and the consultant and will be filled when there is a requirement for this * **Senior Job Analyst post**: The remaining part time position at Anniesland will not be filled. * **Vacant Job Analyst posts**: 2 positions for Anniesland will be advertised internally at first and then externally if required.   EC objected to the Senior Job Analyst not being filled by another union nomination as this is not what was agreed with regard to the allocation in the CAC report that was approved. LN advised that the objection has been noted. |
| **Analyst Team Issues**  AT supplied the following update on the team:   * About one month ago the team felt ready to get started but realised once they started the mock evaluations that there were some gaps in their knowledge. * The training has now been more focused and they have completed around 23 out of the 25 sample jobs. * The team are at different stages and are nervous about the next stage but they are ready to go live. * The go live will be supported by the mentors   RW agreed with what has been put in place from a training perspective but highlighted the following concerns:   * Note taking raised as a training gap * Organisational Charts not available to the team * Interview preparation processes not in place * Consistency checking process not in place * Concerns over the hub sites   AT supplied the following updates:  **Note taking:** Job Analysts will be the note takers and this has been made clear. All of the analysts have received the same training at the same level and should now know what to focus on. Templates for this have now been provided and there have been demonstrations from the more experienced analysts within the team. The team are now just refining the skills that are already there.  **Organisation charts:** The Analysts are not at the stage where they require organisation charts. LN advised that the HR Managers have been made aware that organisation charts are a requirement and the Support Advisors have been provided with Visio so that they can assist with this task. The linear organisation charts will go hand in hand with the agreed jobs prior to evaluations commencing.  **Interview preparation process:** The Analysts will be evaluating 3 days per week with 2 days for preparation. This hasn’t been flagged up before as a requirement and will be discussed with the team.  **Consistency checking:** This is happening now as part of the training and will be an ongoing part of the process. The team will gain more exposure to this by repetition. Issues with consistency are currently being flagged to the mentors to allow for more focussed training. BS advised that a guidance note for consistency checking is required on a hub by hub basis and for across all of the sites.  BS raised concerns about the team moving to 6 interviews per week and advised that he was flagging this as a workload issue as other Council’s haven’t done as many in a week. LN advised that this figure has been built in to accommodate drop off rates. LN advised that this number can be reviewed as we move forward to ensure there are no workload issues. The Chair committed to continuous review of this.  EC stated that the Job Evaluation team are concerned that this project will fall in to the same traps as WPBR. The Chair advised that there is a commitment from the group to do this right. |
| **Accommodation Update (AT)**   * **Govan:** Ready * **Bridgeton (Eastgate):** Temporary space is currently being utilised and we are looking for permanent space within this location. * **Anniesland:** 3 spaces have now been converted for interviews and the desks with equipment are ready. MFD still to be delivered and frosting has been organised for the windows.   BS advised that there will be a requirement for a union Health & Safety visit to the sites to assess them. AT advised that he will pick this up with Harry Blackwood. |
| **Benchmarking Selection**  LN presented the Benchmarking paper.  **CSG/Neighbourhoods & Sustainability**: This group have now been added to the Benchmarking paper. The groupings are based on the grade details held within SAP as they are not on WPBR grades.  **CGI:** BS queried the CGI WPBR linked employees. LN advised that this still needs to be looked at.  **Glasgow Life:** BS advised that there are no benchmarks for Glasgow Life at Grades 11 or 12. LN noted this for review at a later stage. WD & EC raised concerns over how partnership agreements are being captured within Glasgow Life as they have concerns over the number of agreements that are in place without any visibility of them. AT advised that consistency checking should help with this. EC reiterated that unless partnership agreements are disclosed we won’t know about them.  **City Property:** Employee numbers to be checked. |
| **Selection Criteria**  RW advised that the preferred option would be a system of volunteering based on the SJC criteria, allowing access to a larger pool of employees. RW clarified that the definition of a volunteer would be self-identification. LN advised that she was concerned about how this would work due to the staffing numbers. DMcL advised that there would also need to be criteria for not being selected if volunteering. RW advised that there is a need to narrow down the benchmarks by location, etc. before reaching out for volunteers. The group suggested a view of what has been done by other local authorities.  BS highlighted that protected characteristics need to be included and advised that an EQIA should be carried out before go live. LN advised that there might be an opportunity to link in with some of the equality networks for this.  The chair agreed to organise another OSG specifically on selection criteria so that Rosie Docherty can attend to discuss. |
| **Communications**  BS advised that the Unions cannot agree to sign off from the OSG for the all staff communication. BS reiterated that should come from the Leader of the Council. LN advised that this proposal has been rejected. |
| **Briefing session programme**  LN tabled a 4 week programme to provide the group with a flavour of the cycle will work. RW advised that the Analysts need to have time to review the questionnaire as part of the schedule. LN advised that this has been factored in.  BS requested a copy of the schedule without specific dates so that this can be circulated. LN advised that this will be sent out to the group. |
| **Project plan (NA)**  The go live date of the 26th August 2019 was not approved. |
| **Next Steps**  **Briefing Presentation**  AT talked through the proposed briefing presentation for employees, line managers and trade union representatives as part of the interview process. BS recommended the addition of delivering equality and some wording changes to the software text. AT advised that he will make the recommended changes.  **Local Guidance**  At advised that the team have had limited exposure to this so far but are now gathering information on topics and developing them between now & go live. This will come back to the group for approval. |