

## ***JOB EVALUATION OPERATIONAL STEERING GROUP***

### ***TERMS OF REFERENCE***

Version 3 (Reviewed and updated July 2021, Agreed at OSG 13 July 2021)

#### **Purpose**

The purpose of the Job Evaluation (JE) Operational Steering Group is to:

1. Provide governance to deliver the SJC Job Evaluation Scheme for the Council. The SJC Job Evaluation Practice Manual lists a number of principles of good job evaluation practice that will assist with the governance of the project.
2. Ensure efficient delivery of the key stages within the process which include the following:
  - Identifying and categorising jobs
  - Establishing the procedures and processes to be adopted at each stage of the evaluation process, including appeals
  - Ensuring appropriate involvement of Trades Union representatives at the various stages of the process; and in particular, to undertake scrutiny of evaluation results
  - Gathering information from jobholders and their line managers
  - Evaluation of jobs, including appropriate quality assurance and consistency checking
  - Agree the final evaluated Rank Order of Jobs to provide the foundation for the development of grading and pay structures
3. Review resource issues and barriers and collectively resolve these;
4. Consider and coordinate the scheduling of activities that impact on staff and to ensure these are managed and communicated.

#### **Accountability**

The JE Operational Steering Group will provide reports to the Cross-Party Committee which will be formed from a sub group of the Workforce Board, chaired by the Convenor for Workforce. The Convenor for Workforce, as chair of the Cross-Party Committee will extend an invitation to each political group and an invitation to a representative member of each relevant Trade Union (Unison, GMB and Unite). The Convenor for Workforce, as chair of the Cross-Party Committee will update the Cross-Party Working Group on Equal Pay providing the political oversight for the work of the OSG in support of Job Evaluation. (Governance structure-see Appendix 1).

## OFFICIAL

### Remit and Deliverables

In accordance with the principles and best practice guidance set out in JE Scheme Practice Manual, as endorsed by the SJC, the remit of the JE Operational Steering Group is to determine how best to apply the principles agreed by the SJC in practice reflecting the specific circumstances, agreed timescales and resources available to the Authority.

It is recognised that there may be additional considerations required beyond the principles set out in the JE Scheme Practice Manual demonstrate the commitment by GCC and to establish and maintain confidence from all members of the OSG in embracing the SJC Job Evaluation Scheme in Glasgow.

Key tasks for the JE Operational Steering Group will be to:

- Agree the project plan(s), from a strategic overview and activities perspective, the roles and responsibilities; and review milestones and timescales on a periodic basis.
- Undertake progress reviews of the specific progress of activities, against the anticipated plan.
- Ensure that all documents are version controlled.
- Agree actions to reassess project when details are not delivering as planned.
- Monitor the development, workload and progress of the Job Analyst Team, whose format and make-up have already been jointly agreed, across the various stages of the evaluation process, including appeals.
- Agree the size and make-up of the representative or 'benchmark' sample of jobs that will be needed to provide the Rank Order of Jobs; and the programme of any subsequent evaluation work that will be required.
- Agree the process for generic and unique jobs and the programme of any subsequent evaluation work that will be required.
- Consider and agree on the process of assimilation (matching) by which an individual evaluation outcome can be determined for every employee within the job population and the programme of any subsequent evaluation work that will be required.
- Ensure operational issues and/or risks in their functional areas of responsibility are identified, monitored and considered, to ensure appropriate action to mitigate risks can be taken and that the risk register is reviewed at each OSG meeting.
- As the SJC Job Evaluation Scheme continues to be the most robust method of providing a foundation for satisfying the principle of "equal pay for work of equal value" the OSG will ensure that the EQIPA are robust.
- Review outcomes and analyse data from operational reports to agree actions to support the delivery of the Rank Order of Jobs, taking cognisance of the size and breadth of Glasgow's workforce and need to implement a new pay and grading structure.
- Agree the process for JE Appeals, including the involvement of 3<sup>rd</sup> party panellists to support and ensure that GCC complies with the principles and best practice guidance of the SJC; and complies with the statutory obligations on GCC as an employer in terms of the Equality Act 2010.
- Agree a programme of communications to ensure staff and managers are aware of the various stages of the evaluation process.
- Agree the best methods to communicate information, JE Operational Steering Group decisions and key messages to staff, managers and trades union representatives.

OFFICIAL

## OFFICIAL

### Frequency and administration

The JE Operational Steering Group will meet every 8 weeks. The OSG Sub Group will meet every 8 weeks, 4 weeks in advance of the OSG to enable discussion, understanding and provide a platform that will enable papers being presented to the full OSG to be supported at the OSG. The frequency of both the OSG and the OSG Sub Group can be altered to align with the needs of the JE activity.

A minute of the full Operational Steering Group will be circulated following each meeting.

### Membership

Nominated members of the Council's senior management team, and representatives of the recognised Trades Unions that are signatories to the SJC Agreement, will sit on the JE Operational Steering Group, and they will consider how best to apply the principles agreed by the SJC in the context of Glasgow. In considering the practical steps to take, and to resolve issues arising, they will consider the implications:

- from their knowledge of the specific service or membership that they represent
- from the perspective of the Glasgow family and its workforce as a whole
- in relation to the principles and best practice advice agreed by the SJC for Local Government Employees and;
- with the objective of achieving an agreed Rank Order of Evaluated Jobs on which there is shared confidence that it will provide a robust foundation for the development of the Council's new grading structure, in due course.

The membership of the JE Operational Steering Group will comprise of the following members:

Attendee	Service/Organisation	Title	Additional Information
<b>Jan Buchanan</b>	Glasgow Life	Director of Finance and Corporate Services	Nominated responsible for workforce <b>*Chair</b>
<b>Lynn Norwood</b>	Chief Executives	Senior Strategic HR Manager	Nominated responsible for workforce
<b>David McClelland</b>	Education	Head of Resources	Nominated responsible for workforce
<b>Maureen McKenna</b>	Education	Executive Director	Nominated substitute
<b>Maira Carrigan</b>	Financial Services	Head of Service Development	Nominated responsible for workforce
<b>Stephen Sawers</b>	Financial Services	Head of Service	Nominated substitute

OFFICIAL

## OFFICIAL

Attendee	Service/Organisation	Title	Additional Information
<b>Susan Deighan</b>	Glasgow Life	Director of City Marketing and External Relations	Nominated substitute
<b>Andy Waddell</b>	Neighbourhoods Regeneration and Sustainability	Director of City Operations	Nominated responsible for workforce
<b>Eileen Marshall/ Carol Connolly</b>	Neighbourhoods Regeneration and Sustainability	Divisional Director Divisional Director	Nominated substitute(s)
<b>Christina Heuston</b>	Social Work/ HSCP	Head of Service	Nominated responsible for workforce
<b>Jackie Kerr</b>	Social Work/ HSCP	Head of Service	Nominated substitute
<b>Brian Smith</b>	Unison	Unison Lead*	Required attendee
<b>Mandy McDowall</b>	Unison	Unison Lead*	Required attendee
<b>Colette Hunter</b>	Unison	Unison Representative	Required attendee
<b>Sylvia Haughey/Jean Kilpatrick</b>	Unison	Unison Representative	Required attendee
<b>Rhea Wolfson</b>	GMB	GMB Lead*	Required attendee
<b>Geraldine Agbour</b>	GMB	GMB Representative	Required attendee
<b>Wendy Dunsmore</b>	Unite	Unite Lead*	Required attendee
<b>Eddie Cassidy</b>	Unite	Unite Representative	Required attendee

OFFICIAL

**OFFICIAL**

<b>Attendee</b>	<b>Service/Organisation</b>	<b>Title</b>	<b>Additional Information</b>
<b>SUPPORT TO STEERING GROUP TO BE PROVIDED, AS REQUIRED, BY:</b>			
<b>Alan Taylor</b>	Job Evaluation	Job Evaluation Manager	Technical Adviser
<b>Rosie Docherty</b>	External	Job Evaluation Independent Technical Advisor	Invited Independent Technical Advisor. Will attend the OSG to assist in the establishment of the new OSG, thereafter will attend as and when required.
<b>Stevie Dougall / Jean Walker/ Caroline Yates</b>	Job Evaluation	Lead Job Analyst (attendance rotated)	Project Advisor attendee invited as and when required by Job Evaluation Manager.
<b>Angela Anderson</b>	Communication	Senior Communication Officer	Communication Advisor attendee invited to attend as and when required.
<b>Carolyn Earl</b>	Finance	Chief Accountant	Financial Advisor attendee invited to attend as and when required.
<b>Naghat Ahmed</b>	Chief Executives	Project Manager	Governance

Other members will be invited to attend where it is required for specific agenda items.

**OFFICIAL**

**GOVERNANCE STRUCTURE**

**Appendix 1**

