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Date: 18<sup>th</sup> October 2017  
RFQ Ref: BS0626.2017

Dear Sir/Madam

## REQUEST FOR QUOTATION (RFQ) – Salary Market Data Subscription

Ordnance Survey Ltd is a company registered in England and Wales (company registration number 09121572) whose registered address is at Explorer House, Adanac Drive, SOUTHAMPTON, SO16 0AS, UK (**OS**). OS is a limited company in which the entire share capital is owned by the Department for Business, Energy & Industrial Strategy (**BEIS**).

OS is the national mapping agency of Britain and is responsible for the surveying, production, maintenance, and marketing of a wide range of geographic information, relied on by government, business, and individuals. Further information can be found on our website: <http://www.os.uk>

OS has undertaken a major strategic review, and as part of that review the Board of OS have agreed a strategy that will take the organisation in a new direction. The OS Strategy represents an ambitious choice for growth and as such will have a significant impact on the underpinning organisational design, which is a key enabler for the successful implementation of the strategy. A wide-ranging people and change transformation programme is underway to deliver the organisation design, structure, job architecture, culture change, and people strategy required to achieve this future operating model.

This RFQ sets out OS's requirements for the provision of Salary Market data from three separate sources that cover a broad spectrum of organisations to be able to source data on Geospatial (GI) specific/IT roles, Global data for the pipeline of countries that OS could be deploying employees to and UK centric at all career levels from Executive to Support for generic roles.

To support this, OS are requesting services, as specified in Appendix A (Statement of Requirements). If you require any additional information in order to provide the required submission, please submit any questions to the procurement contact above, via the following email address: [procurementgroup@os.uk](mailto:procurementgroup@os.uk) (marked for the attention of the procurement contact), no later than **Noon on Thursday 26<sup>th</sup> October 2017** for final receipt of clarification questions. OS reserves the right to issue the response to any clarification request made by you to all participants.

All submissions must be returned no later than **noon on 1<sup>st</sup> November 2017**. Please note that OS may reject any submission not received by this date.

OS reserves the right to cease this procurement process at any time without any liability (whether in contract, tort or negligence) to the participant. All OS's technical and commercial information contained within this RFQ must be considered confidential and must not be disclosed to a third party.

OS has no liability for any costs incurred by the participant in preparing or evaluating this quotation. The request and submittal of the quote does not constitute a purchase agreement between OS and the participant. OS reserves the right to amend, add or delete its requirements from this RFQ. This RFQ does not constitute an order or contract offer and there is no obligation for OS to accept your submitted proposal.

All documents and information contained in this RFQ shall remain the property of OS. Participants shall not disclose either: a) the fact that they have been invited to participate in this RFQ or release details of the proposed contract; or b) details of their quotation in whole or in part, other than on an 'in confidence' basis to those who have a legitimate need to know or with whom they need to consult for the purposes of preparing the quotation.

## **Amendments to RFQ**

At any time prior to the date for submission of RFQ responses, OS may amend the procurement process or the RFQ. Any such amendment shall be issued to all participants at the same time, and if appropriate to ensure participants have reasonable time in which to take such amendment into account, the date for submission of RFQ's shall, at the discretion of OS, be extended

## **Freedom of Information Act 2000 ('FOIA') and Environmental Information Regulations 2004 ('EIR')**

OS is committed to meeting their legal responsibilities under FOIA and EIR. Accordingly, all information submitted to OS (including without limitation, the information contained in the RFQ and the proposals received from Participants in response) may need to be disclosed by OS in response to a request for information.

OS may also decide to include certain information in the relevant publication scheme maintained under FOIA or EIR. In making a submission, each participant therefore acknowledges and accepts that the information contained therein may be disclosed under the FOIA or EIR.

In respect of any information submitted by a participant that it considers being commercially sensitive the participant should: 1) clearly define such information as commercially sensitive; 2) explain the potential implications of disclosure of such information; and 3) provide an estimate of the period of time during which the Participant believes that such information will remain commercially sensitive.

However, participants should be aware that even where a participant has indicated that information is confidential or commercially sensitive, OS is responsible for determining, at its absolute discretion, whether such information is exempt from disclosure under FOIA or EIR, or must be disclosed in response to a request for information. Blanket labelling of all the content of submissions as 'confidential' is not acceptable.

Participants should also note that the receipt by OS of any material marked 'confidential' or equivalent does not mean that that OS accepts any duty of confidence by virtue of that marking, and OS has the final decision regarding the disclosure of any such information in response to a request for information under the FOIA or EIR.

## **Conflict of Interest**

Participants are responsible for ensuring that there are no conflicts of interest either between their own advisers and those of OS, or between the members of its consortium and their sub-contractors. Participants must notify OS of any actual or potential conflict of interest as soon as reasonably practicable as soon as it becomes aware of such a conflict and the measures it has taken and/or proposes to take to deal with such a conflict. OS reserves the right to disqualify the Participant where the measures taken or proposed do not address the conflict to OS's satisfaction.

## **Non-canvassing, non-collusion, compliance with Bribery Act 2010 and The Modern Slavery Act 2015**

OS takes a zero-tolerance approach to bribery. Participants must have demonstrated that they take a robust approach to bribery prevention through either written policies or oral communication and training of its staff and agents.

OS also takes a zero-tolerance approach to slavery and is committed to preventing acts of slavery and human trafficking (as set out in the *Modern Slavery Act 2015 (MSAct)*) from occurring within both its business and supply chain. Ordnance Survey will expect any successful Contractor to be able to ensure it, and its supply chains, are compliant with the MSAct.

Participants must not canvass or solicit or offer any gift or consideration whatsoever as an inducement or reward to any officer or employee of, or person acting as an adviser to, OS in connection with the submission of a Tender, evaluation of responses, short-listing of Participants and in connection with the overall procurement exercise.

Participants must submit a bona fide response and confirm, by a signed return of the certificate at Appendix E, that it has not prepared its response in collusion with any third party and will not engage in collusive behaviour during the tender process.

Please do not hesitate to contact me if you have any questions concerning this project; thank you in advance for your support with this project.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Caroline Eadie', written in a cursive style.

Caroline Eadie

Supplier Relationship Management – Business Services

For and on behalf of **Ordnance Survey Limited**

# APPENDIX A – STATEMENT OF REQUIREMENTS

## **Background:**

Ordnance Survey is currently undertaking a Career Architecture project that contributes towards making OS a great place to work that is fit for the future and is a key enabler for the successful implementation of the OS strategy. This project will provide OS with a framework on which to base Reward, Learning & Development, Talent Management and Succession planning decisions. An output from this project (and one of the key ingredients in designing an effective reward strategy) is the need to ensure our pay is competitive, redesign our pay structure and deal with specific recruitment and retention problems. Therefore, it is necessary to conduct a market rate analysis for roles here at Ordnance Survey using a variety of sources.

## **Business & HR Objectives:**

**The objectives behind conducting a market rate analysis here at Ordnance Survey are to:**

- **Obtain relevant, accurate representative and up-to-date data on levels of pay and benefits for specified jobs**
- **Deduce from this information the market (going) rate or range for a position, taking into account the type and size of the job**
- **Maintain a competitive pay and benefit position in relation to the marketplace, enabling Ordnance Survey to attract and retain the people of quality it requires**
- **Assist in informing decisions on levels of pay for individual jobs and for pay ranges in relation to redesigning our pay structure**
- **Support a market pricing approach to valuing jobs**
- **Assist in providing guidance on internal differentials by reference to the external market**

Ultimately, the Reward Team will be required to make recommendations and judgements regarding appropriate market levels of pay and what should be regarded as the market rate for internal purposes.

When using a market rate methodology it is best practice to use a variety of sources in order to carry out market rate analysis for a job, as sources vary in quality, specialism, participant, market sector, local/global presence.

Ordnance Survey need to be able to objectively defend any market rate analysis internally to ensure we are not overpaying/underpaying, to ensure we don't fall foul of equality of pay levels, and to be credible in TU negotiations regarding pay. In order for this to be an objective, impartial and robust process information has to be derived from a number of sources (both UK and international due to the nature of our organisation). Therefore, to ensure we have a robust approach in determining pay decisions i.e. market rate for the job, jobs that require a justification for market premium to be applied we would need access to a minimum of 3 sources of survey data.

## **Benefits:**

- Enable Ordnance Survey to derive a robust market rate for each role
- Enables us to derive a credible pay structure that can be defended if challenged
- Ensure package is competitive
- Provide us with guidance on market pricing for jobs
- Helps to inform how we design pay structure going forwards
- Enables us to accurately deal with specific attraction/retention issues by providing us with robust impartial evidence
- Ensures we don't waste more money than necessary on our salary spend

## Specification;

Therefore, criteria for selection:

**Lot 1** - Provides general survey information within the UK, across broad spectrum of organisations/sectors for full breadth of roles in career levels from Support through to Executive. In addition, OS need to access a wide range of other resources within the subscription, which should include: general pay trends, reward related legislative issues, pay award trends

**Lot 2** – Provides technology focused global survey information including GIS (Geospatial) OS require this to match some of our more specific technical/data roles for example.

**Lot 3** – Provides Global market data that encompasses a huge spectrum of organisations/sectors up to Executive level, in UAE, Asia and Africa. It must be simple and quick to use.

## Deliverables:

The proposal must contain the following:

- Details of the depth and diversity of the data, can demonstrate the substantial size of population included in database.
- Details of who and type of organisations contributing to the market data
- Details on the level of Support Service available (5 days a week, office hours).
- Detail of the expectation/frequency of Ordnance Survey submitting surveys
- Detail of how the data is exported for loading into Market analysis tool.
- Demonstrate the capability for Global data – Provide case studies/commentary to demonstrate their Global coverage includes UAE, Asia and Africa.
- OS industry is Technology, proposal must provide case studies/commentary to demonstrate the depth of GI Geospatial/IT roles held, examples - GI Consultant, Research & Development Scientist, Photogrammetric Surveyor/Remote Sensing, Cartographer, Air Camera Operator, Surveyor
- The online tool must display the role descriptors, for viewing whilst selecting roles for inclusion in queries. Enabling us to see the fit to Ordnance Survey role profiles/job families/career levels
- Demonstrates access to a wide range of other resources as a result of our subscription with them i.e. general pay trends, reward related legislative issues, pay award trends
- Are there any additional modules/reporting cost, if so please list them in the pricing
- States clearly the Lot you are intending to bid for

**Term:** 1 year with extension for 12mths.

**Budget:** Max aggregated budget is £30k in total per year for the services of 3 providers.

## RFQ responses should also include:

- A proposal which clearly demonstrates your solution to fulfilling the requirements outlined in the statement of requirement and,
- Answers the questions in the Award and Scoring Criteria.
  - Data Quality, questions 1-5
  - Subscription 1, question 6
  - Subscription 2, question 7
  - Subscription 3, question 8
  - Timings
- Including a delivery schedule or mobilisation plan with appropriate milestones.
- Resource plan with roles and named resources.
- Evidence of delivering similar successful data services to at least two existing customers.
- The proposal should include a cost breakdown for OS for having access to an online portal and reporting facility, including the license fees (stating if it is per person, or annually). The costing schedule should clearly outline total cost of ownership.

## Timescale

The following dates are for guidance only.

The dates below represent an outline of the planned progress for the procurement, although these dates are for guidance only and are intended to provide Participants with the timeframe which we presently foresee for this procurement. We may change this timetable at any time at our sole discretion.

19 <sup>th</sup> October 2017	Brief sent out to Market salary data providers
Noon 26 <sup>th</sup> October 2017	Closing date for receipt of clarification questions
Noon 1 <sup>st</sup> November 2017	Closing date for submission of proposals
10 <sup>th</sup> November 2017	Contract award decision letter and unsuccessful letter
15 <sup>th</sup> November 2017	Contract Award
4 December 2017	Market Salary data delivered to Ordnance Survey

## APPENDIX B - AWARD & SCORING CRITERIA

OS's award criteria for this RFQ is based on making an evaluation of the most economically advantageous tenders (MEAT), based on an assessment of quality, timing, and price. OS will not be bound to accept the lower price quote. Post-negotiation may be entered into, if necessary to qualify or clarify tenders, or to discuss potential improvement or adjustments to the Participant's offer. OS's evaluation team will consist of competent and experienced personnel able to assess and score each aspect of the submissions. A moderation exercise by the team will ensure that scoring is applied on a fair, reasonable and consistent basis.

OS requirements are set out in Appendix A, and has allocated the following marks:

Quality:	80 Data Quality marks, and an additional 30 marks for each subscription
Timings:	50 marks in total are available
Price:	20 marks in total are available

### 1. Quality & Timings

Submissions against the quality, and timings and will be marked in accordance with the Evaluation Matrix, and against the below questions. The 'final evaluated' values will be added together to give the overall score for the evaluation. The bids will be ranked according to the overall scores achieved.

Quality		
<b>Functional and Technical Merit (Deliverable Criteria)</b>		
<b>Data Quality</b>		
1	Does the proposal demonstrate the diversity of the data held? Samples supplied should show the number of organisations, size, type and name of those included in the data when ran?	10
2	Does the proposal demonstrate how many salary survey submissions OS would be required to do annually?	10
3	Does the data allow for us to Export data on only the percentiles required, into Excel for importing/uploading to Market Analysis tool? (Minimising Excel manipulation)?	10
4	Does the information and samples provided demonstrate that the supplier has a substantial sized database, to enable OS to drill down, and apply several filters to reports, whilst still returning a reliable output? (Example - not reducing to nothing as you drill to South East, Outer London & 500-5000 employees)	20
5	Does the proposal demonstrate that with the subscription OS would have access to, is a software solution that can have all sources of data imported/uploaded via Excel to it to determine the market rate, and store the data?	30
<b>Subscription 1</b>		

6	UK centric – Does the proposal meet the criteria in Lot 1 and include access to a wide range of other resources i.e. general pay trends, reward related legislative issues, gender pay gap analysis and pay award trends across the market?	30
<b>Subscription 2</b>		
7	Technology and GI Specific - Does the proposal and samples provided demonstrate they have the right quantity of data to deliver on Technology roles and GIS specialism/Geospatial roles within OS? Examples – GI Consultant, Research & Development Scientist, Photogrammetric Surveyor/Remote Sensing, Cartographer, Air Camera Operator, Surveyor.	30
<b>Subscription 3</b>		
8	Global – Does the proposal and samples provided demonstrate they have the breadth of Global coverage of Market data for the potential pipeline destinations OS will be deploying employees to. Examples UAE, Asia, Africa? Plus give detail of how many countries included in cost?	30
<b>Timings</b>		
1	Does the proposal demonstrate that the provider has sufficient resources to feasibly deliver Salary Market data to execute project deliverables within the timeframe? (early December 2017)?	50

Submissions against the Statement of Requirements (in Appendix A) for quality & timings will be marked in accordance with the Evaluation Matrix, using the scoring criteria below.

Judgement	Score	Performance
Capable	5	Provides a full and comprehensive response to the requirement/s, supported by evidence (where applicable), to indicate the Participant can fully meet the requirement/s and does not raise any concerns about the Participants ability to meet all of the relevant requirement/s and/or to deliver the services to the required standard.
Potential	3	Provides a full response to the requirement/s, however the supporting evidence only partially addresses the requirement; and/or Provides a response to the requirement/s, which raises concerns about the Participant's ability to meet the requirement/s.
Concerns	1	Responds to the requirement/s, however, has only partially addressed the specific issues (if any) identified by OS; and/or Provides insufficient evidence (where applicable) to support its response; and/or Responds to all the requirement/s with insufficient detail raising significant concerns about the Participants ability to meet all the requirement/s; and/or Provides a response which raises significant concerns about the Participants ability to meet the requirement/s.
Inadequate	0	Does not provide a response to the requirement/s; or Responds to the requirement/s, however fails to address the specific issues (if any) identified by OS; or Fails to provide any evidence (where applicable) to support its response.

## 2. Price

The Price evaluation will be based on the total cost for each LOT. In order to compare the prices, the lowest overall price will be given 100 marks. The other scores are calculated as a mark of the lowest price to give a normalised score, i.e. Individual tenderer's score =  $\text{Lowest Price} / \text{Individual Tendered Price} \times 100$ . This ensures that all results are comparable on the same basis.

## 3. Overall Score

The proposal with the highest score, when quality, timings and price are added together will be awarded the contract.

## APPENDIX C – TERMS & CONDITIONS

Please note that any order placed, will be under OS's terms and conditions. Although the exact form of the Contract, and minor terms in it, may vary depending on post bid clarification. It must be noted that this contract will not be substantially altered.

[subject to contract]



# Contract for Goods and / or Services

## This Contract is entered into between:

- (1) Ordnance Survey Limited, a company registered in England and Wales (company registration number 09121572) whose registered address is at Explorer House, Adanac Drive, SOUTHAMPTON, UK, SO16 0AS (OS); and
- (2) [Company Name], a company registered in England and Wales (company registration number [insert company registration number]) whose [registered office / principal place of business] is at [insert address as on Companies House] (the Supplier).
- (2) [Individual Name] [trading as [insert trading name]] of [insert address] (the Supplier). OR
- (2) [Partnership Name LLP] a limited liability partnership registered in England and Wales (registration number [insert registration number]) whose registered office is a [Address] (the Supplier).

This Contract comprises all terms contained in this document (including the Schedules) together with the Purchase Order and any other documents referred to herein.

## 1 Definitions & Interpretations

1.1 In this Contract the following terms shall, unless the context otherwise requires, have the following meanings:

Expression	Meaning
Acceptance Test(s)	means the test(s) to be carried out by OS in order to verify that the Deliverables and / or the Goods and / or the Services confirm with OS's requirements and this Contract.
Acceptance Testing	means the carrying out of the Acceptance Tests.
Acceptance Test Period	means a period of 10 Working Days commencing on the Working Day following the delivery of the Goods and / or Services.
Agency Worker Regulations	means the <i>Agency Worker Regulations 2010</i> .
Best Industry Practice	means the exercise of the highest degree of skill, care and foresight which would be expected from a highly skilled and experienced person at the leading edge of their field engaged in the same type of undertaking under the same or similar circumstances.
Bribery Act 2010	means the <i>Bribery Act 2010</i> .
Code	means the Secretary of State for Constitutional Affairs' Code of Practice on the discharge of public authorities' functions under Part I of the <i>Freedom of Information Act 2000</i> .
Confidential Information	means any Commercially Sensitive Information and any other information that is marked or identified as confidential, or that would reasonably be considered to be confidential in nature, that relates to the affairs of a Party and is acquired by the other Party in anticipation of or as a result of the Contract.
Commercially Sensitive Information	means any information identified as such in the Schedules.
DPA	means the <i>Data Protection Act 1998</i> .
Data Protection Legislation	means the <i>Data Protection Act 1998</i> and all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner.

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## APPENDIX D – COMPANY INFORMATION

Please complete and return the attached Company Information form, this will not be scored as part of the evaluation process but will be held on our records for information purposes. However, if the information contained in this form, highlights any areas of concern about the viability of your organisation, we reserve the right to eliminate any proposals put forward by you.



Company  
Information.docx

# APPENDIX E Certificate of Non-canvassing and Non-collusion

In recognition of the principle that the essence of selective tendering is that OS shall receive bona fide competitive Tenders from all those tendering.

WE CERTIFY THAT:

- 1 the Tender submitted is a bona fide tender intended to be competitive;
- 2 that we have not nor any person employed by us or acting on our behalf has:
  - 2.1 canvassed or solicited any member, officer or employee of OS in connection with the Tender submitted or the award of the contract; and
  - 2.2 fixed or adjusted the amount of the Tender with any third party (or solicit any third party to fix or adjust their tender); and
  - 2.3 communicated details of our Tender to any third party, other than OS or, where the Tender is submitted on behalf of a consortium, to other consortium members; and
  - 2.4 prevented or dissuaded any third party from tendering; and
  - 2.5 promised, offered, given, requested or accepted any advantage or inducement or consideration directly or indirectly to any third party in connection with the Tender.
- 3 we will not nor any person employed by us or acting on our behalf will at any time undertake any of the acts in paragraph 2 above.

<b>Signature</b>	
<b>On Behalf of</b>	
<b>Name</b>	
<b>Title</b>	
<b>Date</b>	