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PURPOSE

- 1.1 Defence Electronics & Components Agency (DECA) (the “Customer”) has a need to evaluate approximately 200 jobs.
- 1.2 To undertake this job evaluation exercise, DECA are seeking to either procure a licence to use an existing commercially available job evaluation product or to commission the design of a bespoke job evaluation scheme which DECA would then have exclusive rights to use.
- 1.3 In addition to the job evaluation exercise, DECA also wish to undertake a detailed pay and reward market benchmarking exercise against the evaluated jobs and will require access to such relevant market pay and reward data, either under licence or via direct purchase of the data. The pay and reward market data must be compatible with and aligned to the job evaluation data to ensure a viable ‘like for like’ comparison.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 DECA was established on 1 April 2015 as an Executive Agency of the Ministry Of Defence providing through-life deployable, electronics and component maintenance, repair, overhaul, upgrade and procurement services for a diverse range of Defence equipment.
- 2.2 DECA employs approximately 420 people in the following types of roles:
 - 2.2.1 Business Development
 - 2.2.2 Commercial, Contracts & Procurement
 - 2.2.3 Finance
 - 2.2.4 Operations including:
 - Avionics Technician (equipment repair)
 - Mechanical Technician (mechanical equipment repair)
 - Calibration Technician (recalibrating test equipment)
 - Material Handling (Warehouse and Stores)
 - Operations Support (work planning and equipment inventory management)
 - 2.2.5 Support Services including
 - Compliance
 - Health & Safety
 - Engineering
 - HR
 - Information Systems



- Test Solutions – developing automatic testing equipment
- Facilities

2.2.6 Strategy, Secretariat & Governance

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 DECA is currently undertaking a business wide review of its processes, policies and people strategies. A review of the current pay and grading practices at DECA is underway. The ability to evaluate DECA jobs and to understand DECA's comparative market pay and reward position is a key activity in analysing the strengths and weaknesses, opportunities and threats of DECA's current pay and grading approach. DECA does not currently have an incumbent job evaluation process although it has used JEGS from time to time. There has been no substantive comparison of DECA pay and reward practices and levels to the external pay and reward market in recent years. Procurement of a job evaluation scheme together with fully compatible or integral pay and reward market data will allow DECA to evaluate its current jobs, understand their intrinsic values and benchmark its jobs against a relevant external market.
- 3.2 DECA wish to procure a licence to use or commission the design of a job evaluation scheme that can be used for both the initial evaluation exercise of circa 200 jobs, and on an ongoing basis to evaluate new and revised jobs as required in the future.
- 3.3 DECA has low levels of knowledge and expertise in evaluating jobs and in undertaking an external market benchmarking exercise. DECA is seeking a provider who will:
- 3.3.1 Undertake the initial exercise of evaluating the circa 200 DECA jobs
 - 3.3.2 Provide corresponding and relevant pay and reward market benchmarking data for those 200 jobs; and
 - 3.3.3 Support DECA in analysing the results of the initial job evaluation exercise outcomes and in understanding and analysing the corresponding reward market data
 - 3.3.4 Training DECA employees to evaluate jobs using the proposed job evaluation scheme
- 3.4 Whilst the mechanism of delivery of the job evaluation scheme and the corresponding pay and reward market data is not prescribed, DECA wish to procure an effective, efficient and user-friendly product from the provider. Use of information technology will be favoured over purely paper-based products.
- 3.5 As a government agency, DECA are seeking a legally robust and an Equality Act 2010, Data Protection Act 1998 and GDPR 2018 compliant, cost-effective solution, with inbuilt ease of use and the longevity to support job evaluation and pay and reward planning at DECA for the future.



4. DEFINITIONS

Expression or Acronym	Definition
DECA	Defence Electronics and Components Agency. (a UK government owned stand-alone agency)
MOD	Ministry of Defence
EA 2010	Equality Act 2010
PSED	Public Sector Equality Duty

5. SCOPE OF REQUIREMENT

5.1 Within the scope of the requirement is the provision of:

5.1.1 A job evaluation scheme

5.1.2 Supply of market benchmark data which must be fully integrated and fully compatible with the job evaluation scheme.

5.1.3 Undertaking the initial exercise to evaluate circa 200 DECA jobs

5.1.4 Support to DECA in analysing the job evaluation outcomes to identify job value trends, groupings, hierarchies and levels as well as anomalies and counter trends

5.1.5 Support to DECA in analysing the market benchmark data in relation to DECA's evaluated jobs and current reward offerings

5.1.6 Training for DECA employees in the use of the job evaluation scheme and in any 'job evaluation' panel skills

5.2 Out of scope is:

5.2.1 Writing of job descriptions for DECA

5.2.2 Job evaluation and benchmarking of the role of DECA Chief Executive role, a Senior Civil Servant.



6. THE REQUIREMENT

6.1 Job Evaluation Scheme – Fixed Cost

- 6.1.1 DECA require a job evaluation scheme and methodology that is robust and non-discriminatory, analytical and systematic, consistent, transparent and fair.
- 6.1.2 The job evaluation scheme must be flexible and accommodate evaluation of a wide variety of jobs ranging from specialist technical and manual, administrative, managerial, business support, sales, business development, business support and customer services.
- 6.1.3 DECA are seeking a scheme which trained DECA employees will be able to operate in future.
- 6.1.4 The job evaluation scheme must be fully integrated or fully compatible with market benchmark data to allow the evaluated DECA jobs to be compared to relevant market sector pay and reward data.
- 6.1.5 The job evaluation scheme must be capable of linking to The Civil Service defined grading structure. Information on this can be found at <https://www.instituteforgovernment.org.uk/explainers/grade-structures-civil-service>.
- 6.1.6 The job evaluation scheme must ensure and evidence the consistency and integrity of evaluated jobs across and up and down any job hierarchies and across job factors.
- 6.1.7 The job evaluation scheme should utilise the data from DECA's job descriptions to evaluate the jobs

6.2 Reward Market Data - Fixed Cost

- 6.2.1 DECA require a job evaluation scheme with either fully integrated market data or an established and tested interface to compatible, comparable market data.
- 6.2.2 Reward market data must include: base pay, variable and contingent pay, benefits, total reward and total compensation factors for the jobs in our organisation.
- 6.2.3 DECA require to interpret this data, identify and evaluate any potential anomalies and issues and to make comparisons with equivalent jobs or roles in other organisations and within the relevant industry sectors, locations and organisation size.

6.3 Job Evaluation and market data analysis, support and training – Daily Rates



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- 6.3.1 DECA require the provider to undertake an initial exercise to evaluate circa 200 DECA jobs
- 6.3.2 DECA require support, and advice to enable DECA employees to understand the evaluated the outcomes of the initial 'on-board' job evaluation exercise. This might include an understanding of hierarchical and cross functional analysis, checking for anomalies, identifying natural groupings and breaks, understanding how points have been allocated to job factors etc.
- 6.3.3 DECA require support and advice to enable DECA to communicate about the job evaluation process. The supplier may be asked to attend DECA premises to support communications events.
- 6.3.4 DECA require support and advice to interpret reward market data and to identify and evaluate any potential anomalies and issues and to make comparisons with equivalent jobs or roles in other organisations and within the relevant industry sectors, locations and organisation size.
- 6.3.5 Support can be via email, meetings, telephone, videoconferencing etc. . If requested by DECA the provider may also be asked to attend and support DECA in its presentation to DECA employees and management.
- 6.3.6 It is expected support will be required for a three month period of duration from the initial evaluation on an 'as needs' basis. Any attendance at a 'process and timeline' presentation to employees would occur before the initial evaluation commences. Any required attendance to support presentations to Management on outcomes would take place after the evaluation is complete.
- 6.3.7 DECA require training for a job evaluation panel(s) or group of employees to allow DECA to operate the job evaluation scheme in future. Training should be delivered at DECA premises and for cohorts of up to 12 employees. It is estimated that an initial cohort of 12 will require training in year 1(of the initial job evaluation) with possibly a father cohort in the following year.
- 6.4 Service Provider and Scheme – Fixed Cost
- 6.4.1 DECA wish to work with a provider with relevant knowledge, expertise and a track record of job evaluation and pay and benefits benchmarking for organisations similar to DECA and with a workforce profile similar to that of DECA.
- 6.4.2 DECA require access to a modern, technology based and robust job evaluation scheme and to reward market data analysis system and any analysis tools. Access to the job evaluation system and market data is for
- 6.4.2.1 the initial job evaluation exercise; and



- 6.4.2.2 on an ongoing basis (an annual user licence or data purchase terms) for DECA to undertake future job evaluations or market benchmarking exercises.
- 6.4.3 DECA require output data from the job evaluations and market benchmarking to be accessed using technology. Access should be via:
 - 6.4.3.1 Via a portal to the provider’s online systems and reporting tools
 - 6.4.3.2 an interface through which data can be downloaded into Microsoft Excel spreadsheets for DECA to then manipulate.

7. KEY MILESTONES

7.1 The potential provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Support communications to Line Managers and Employees on job evaluation process overview. The provider will provide information about the job evaluation process and how output data will be presented, timelines. If requested by DECA the provider will attend a presentation to DECA employees about the process.	Within week 3-4 weeks of Contract Commencement
2	Commence initial ‘first cut’ on board job evaluation exercise	Within 4-6 weeks of Contract Commencement
3	Review / revise output of Job Evaluation (supporting DECA with any issues and appeals), create Job Evaluation outputs for all roles to be evaluated, rankings and identify natural break points	Within 5 months of Contract Commencement
4	Provide job analysis and market data analysis support to DECA and presentation of data to DECA management–	Within 6 months of Contract Commencement
5	Train DECA employees to conduct job evaluations	Within 6 months of Contract Commencement

8. AUTHORITY’S RESPONSIBILITIES

8.1 Job descriptions will be provided for each role to be evaluated. If more detailed input data is needed, or a different approach is required by the Supplier’s job evaluation scheme, the supplier must state what inputs are required.



9. REPORTING

9.1.1 DECA require output data from the job evaluations and market benchmarking to be accessed using technology. Access should be via:

9.1.1.1 Via a portal to the provider's online systems and reporting tools

9.1.1.2 an interface through which data can be downloaded into Microsoft Excel spreadsheets for DECA to then manipulate.

10. VOLUMES

10.1 The following volumes should be noted:

10.1.1 Approximately 200 DECA jobs to be evaluated

10.1.2 Comparative pay and reward benchmarking analysis against 200 jobs on defined job evaluation points

10.1.3 Training panels of up to 12 persons per panel – several panels may be required

11. SUSTAINABILITY

11.1 Potential Providers should note the preference for an automated technological solution over a paper based solution – please see 3.5.

12. QUALITY

12.1 DECA is certified under ISO 9001-2015 by Lloyds Register Quality Assurance.

12.2 The Potential Provider should indicate if they have any valid quality accreditations.

13. PRICE

13.1 The Contracting Authority anticipates bids to be in the region of £50,000.00, inclusive of all expenses but excluding VAT.

13.2 Potential Providers shall supply costs in the format shown in Attachment 4 – Pricing Schedule.

13.3 The Contracting Authority request a blended approach of Fixed and Daily Rates when costing for this requirement.

13.4 The Rate Card cost will account for 20% of the overall Price Evaluation.

13.5 The Fixed Costs will account for 80% of the total Price Evaluation.

13.6 Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.



14. STAFF AND CUSTOMER SERVICE

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Authority will measure the quality of the Supplier’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Quality of job evaluations	Percentage of first cut job evaluations that are required to be accurate	80%
2	Training Delivery	Training KPI – DECA feedback on training content	90% positive
3	Timescales	Delivery within each milestone timeline as defined in section 7	10 working days
4	Market Data	Availability of comparative pay and reward market data to assess DECA roles and relative market position.	90% of roles can be benchmarked
5	Analysis	Analysis and support of analysis for job evaluation and market benchmarking is measured on feedback. Feedback measures are: poor, adequate, good, and excellent. Analysis quality considerations are: Subject knowledge, professionalism, data integrity, comparative relevance of market data, consideration of DECA context,	Overall feedback is 80% excellent

- 15.2 Payments will be made on completion of key milestones as detailed below and in accordance with the above KPIs and if delivered within the defined timescale KPI.



16. SECURITY REQUIREMENTS

- 16.1 Prior notification of all visitors to DECA is required, and a DECA employee will be responsible as a sponsor for the visit.
- 16.2 DECA sponsors are responsible for their visitor's safety whilst on site and must ensure the visitor is briefed on local arrangements regarding health, safety, fire, and environment and housekeeping matters. When a visitor has to be escorted, the sponsor will be contacted and must escort the visitor at all times.
- 16.3 Visitors will have to provide identifying documents before entering the site at DECA, the following forms of identification are accepted:
- Service, MOD Civilian (2185) Identity Card or Generic MOD Pass.
 - Full and Valid 10 year Passport.
 - Full Driving Licence with Photograph.
 - Inland Revenue Self-Employment Card.
- 16.4 Failing this a combination of at least 2 of the following:
- Birth Certificate - issued within 6 weeks of birth.
 - British Driving Licence (no photograph).
 - A P45.
 - Proof of residence i.e. Utility Bill etc.
 - Bona fide Company Photo ID Card
 - Similar original documentation (Credit Cards are not acceptable proof of identification).

17. DATA PROTECTION

- 17.1 Potential providers will need to adhere to the data protection policy covering both General Data Protection Regulations 2018 and the Data Protection Act 1998 as detailed within Attachment 5 – Terms and Conditions

18. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 18.1 As stated within Crown Commercial Service standard Terms and Conditions for Goods and Services - Attachment 5.

19. PAYMENT

- 19.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.



19.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

19.3 All invoices must be submitted directly to the following address – failure to do so will result in delayed payment.

Invoice/Statement address:

Accounts Payable
DECA
Building 15
Welsh Road, Sealand
Deeside
Flintshire
CH5 2L

Invoice/Statement e-mail: Accounts.payable@deca.mod.uk

Accounts Payable telephone numbers: 44 (0) 1244 847665

Accounts Payable fax number: 44 (0) 1244 847005

20. ADDITIONAL INFORMATION

20.1 DECA have used JEGS in past to evaluate jobs.

20.2 DECA recognise 4 Trades Unions – Unite, PCS, Prospect and GMB

20.3 DECA have peripatetic employees (approx. 23)

21. LOCATION

21.1 The location of the Services will be carried out at:

21.1.1 The provider's site for initial 'on-board, first cut of the job evaluation exercise and for training if necessary

21.1.2 At DECA's Sealand premises for training and analysis of output and for presentation to DECA.