**Re: Job Evaluation Project for the Bermuda Public School System**

The following addendum supersedes information contained in the RFP to the extent referenced. This Addendum forms part of the RFP documents and will be subject to all of the conditions set out in the contract conditions.

This Addendum [# 1] contains (6) pages.

1. **Refer to the Letter of Invitation**

All information in the Invitation and Submission Instructions section of the RFQ document remain the same with the exception of item 1.5.3 Quotations to be Submitted in Prescribed Format.

The instruction indicating that Quotations should be returned in a sealed package prominently marked with the RFQ title and number and with Do Not Open until “April, 30 2018” should read May 11, 2018 which is the submission deadline.

1. **Refer to the Instructions to Bidders**

This addendum has no impact on the instructions to bidders provided in the RFQ document.

1. **Refer to Specifications or Statement of Requirements**

This addendum has no impact to specifications or statements of requirements stipulated in in the RFQ document.

1. **Bidder’s Questions (Q) and Government’s Responses (R).**

**Q1**. Can you share with us your current compensation philosophy/strategy for the Bermuda Union Teachers (BUT) and school Principals?

**R1.** The compensation philosophy of the Department of Education as it relates to the Bermuda Union of Teachers and School Principals is that the staff represented by theses unions, should be compensated fairly for the value of the jobs they perform.

To achieve this goal of internal equity it is necessary to implement a systematic process for assessing the relative worth of posts within the Bermuda Public School System.

The job evaluation project will provide us with baseline information that will assist in the establishment of fair and equitable salary bands. Additionally it will provide us with a tool that will enable us to maintain a rational and consistent approach for determining the pay of staff.

**Q2** Please confirms who the stakeholders for the project are in terms of review and approval process.

**R2** The stakeholders for the project in terms of review and approval are as follows:

* Permanent Secretary – Ministry of Education and Workforce Development
* Acting Commissioner of Education- Department of Education
* Senior Human Resource Manager- Department of Education
* Acting Director - Office of Procurement and Project Management

**Q3** Who are expected to be on the Ministry of Education and Workforce Development project team?

**R3** The project team will consist of the following:

* Permanent Secretary – Ministry of Education and Workforce Development
* Acting Commissioner of Education- Department of Education
* Senior Human Resource Manager- Department of Education
* Management Consultant- Management Consulting Services

**Q4** For the Bermuda Union of Teachers please confirm the role of the union in the overall project. Do you expect the consultant to liaise and seek inputs from the union as part of the project scope?

**R4** The Bermuda Union of Teachers (BUT) is a critical stakeholder in the process and will be kept abreast of all developments as the project moves forward. Additionally it is expected that the consultant will liaise with and seek input from the BUT and/or members/educators whom they represent.

**Q5** For the selected 50-85 distinct positions within the Bermuda Public School System, please confirm elements within the current compensation package that you would like to benchmark.

a. Base Pay, Tenure Pay, Incentive (Variable pay), Allowances

**R5.** The Department of Education is looking to maintain a standard base pay structure; a pay structure that offers fixed salary ranges for each position type for employees performing the standard duties of their jobs. The structure should set up minimum and maximum levels within set pay ranges to account for variations in educational qualification, experience and skill set.

**Q6** Is there organization and functional structure in place for the organization?

**R6** Yes there is a functional organizational structure in place.

**Q7** Please confirm your current job classification system. Do you currently have a job evaluation system?

1. If yes, are you looking to the consultant to recommend a formal job evaluation system that is different from your current system?
2. What are the challenges under the current job classification/evaluation system?

**R7** The Department of Education currently does not have a job evaluation system and would be looking to the consultant to recommend a formal job evaluation system.

**Q8** Are there existing job descriptions in place for the 50-85 positions? How long ago were they developed or updated.

**R8** There are approximately 20 job descriptions most of which were developed over 10 years ago. The teacher and principal job descriptions are generic and we anticipate that as we proceed through the evaluation process that there may be a need to create specialized job descriptions for the various positions. Inclusive in the 50-85 positions are the specific teacher positions by subject.

**Q9** If there are no job descriptions in place for certain positions, do you expect the vendor to develop new job descriptions?

**R9** Yes, if there are no job descriptions in place for certain positions the Department of Education would like for the vendor to develop new job descriptions.

**Q10** In terms of the market benchmarking, please confirm the industry sector and peer group that you would like to benchmark against:

a. Please confirm if it’s at the local or global level (i.e., US…)

**R10** The industry sector and peer group that should be included in the market benchmarking are educational posts in the local market.

**Q11** In addition to compensation are you looking for any assessment on benefit programs for the selected positions?

**R11** The Department of Education is not looking for any assessment on benefit programs for the selected positions.

**Q12** Do you currently participate in any compensation surveys that you would like Aon to include in the study?

**R12** The Department of Education does not participate in any compensation surveys that should be included in the study.

**Q13** What is your current HRIS System?

**R13** The current HRIS system is Lumesse.

**Q14** Are you looking for any implementation supports in terms of communication/change management, training particularly on the new job evaluation system?

**R14** Yes we would be looking for implementation support as referenced above.

**Q15** What is the targeted project completion date?

**R15** The targeted project completion date is August 31st 2018.

**Q16** A budget will be established after quotes have been received from firms and factoring in the proposal most responsive to our needs.

**R16** What is the total budget for the overall project?

**Q17** How many firms have been invited to participate in the RFQ?

**R17** The RFQ was placed on the website for any vendor or firm to submit a quote.

**Q18** Roles for Evaluation:

The RFQ notes that there will be a second round of job evaluations where the consultant will partner with the Bermuda Government’s Management Consultant Services (MCS) in the Cabinet Office. Is the second round of job evaluations a validation of findings from the first round or will there be new job evaluations performed where the consultant will partner with MCS in the second round?

**R18** The second round of the project in which the consultant will partner with MCS is inclusive of validation of findings from the first round and training on the use of the evaluation tool that will be provided and developed by the consultant.

**Q19** MCS Overall Involvement:

How many officers in the MCS of the Cabinet office will be part of the project?

Will the MCS be a part of the project planning phases, or only round 2 of interviews?

**R19** One officer will be part of the project team.

MCS will be part of the project planning phases and the training that will be provided by the consultant.

**Q20 Union Involvement:**

In our experience doing job evaluations and compensation program changes in unionized environments, we recognize the need to engage the union groups early.

Do you anticipate that the successful provider will support any union (or stakeholder) consultation?

**R20** Yes the successful vendor will support union and stakeholder consultation.

**Q21 Timing:**

The instructions mention marking the submission with “do not open until April 30th 2018”.

Is this date meant to be the submission deadline of May 11 2018?

**R21** Yes it is meant to be the submission deadline of May 11, 2018.

**Q22 Latency:**

It is noted in the RFQ that many job descriptions are dated in need of review and amendments.

How many Job Descriptions are more than 5 years old?

**R22** See R8.

**Q23 Job Evaluation Training:**

The RFQ notes that the job evaluation training for selected officers in the MCS of the Cabinet office is to be provided. Please confirm the extent of training that is anticipated. Is there a requirement to provide formal training materials or is this requirement related to on-the- job coaching?

**R23** There is a requirement to provide formal training materials inclusive of actual learning examples.

**Q24 Non-Established Positions:**

Job evaluation requirements noted in the RFQ include establishing job measurement methodology for established and non-established positions.

Could you please quantify the number of positions that are non-established and provide examples of these?

**R24** There are approximately 40 job descriptions that are not established. The non-established job descriptions pertain primarily to specialized teacher positions e.g. Social Studies teacher, Design & Technology teacher, Family Studies teacher etc.

END OF ADDENDUM [#1}