



Civil Service



# Chief Operating Officer Competition and Markets Authority

SCS Pay Band 2

Reference: CMA

Closing date: 23:55 on 3 June 2024

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# Why join the CMA? Sarah Cardell, Chief Executive Officer, CMA

“ This is a unique opportunity to join our senior executive team at a time when the CMA is taking on new powers and responsibilities and as we deliver major transformational change internally. ”



The CMA drives market outcomes that benefit people and businesses across the UK. Our work is high profile, continually evolving and intellectually stimulating with a regular presence in national media and of interest around the world.

The integrity, resilience and future-proofing of our operating model is critical to deliver the CMA's purpose: to help people, businesses and the UK economy by promoting competitive markets and tackling unfair behaviour. As the CMA prepares to take on substantial new responsibilities including a

new regime to promote competition in digital markets under the Digital Markets, Competition and Consumers Bill, we are growing in scale, expanding in locations across the UK and diversifying our talent pool.

Our teams, based across the UK, deliver work that has a real impact acting in areas of essential spending so people can be confident they are getting a fair deal, enabling innovating businesses to grow and thrive and ensuring the whole UK economy can grow productively and sustainably.

Ensuring the CMA delivers resilient organisational capacity and capability and driving performance and delivery across a range of professional disciplines, the post will have direct accountability for leading our capabilities and strengthening all core areas of Corporate Services delivery. This role will oversee our Corporate Services Directorate encompassing Finance and Budget Management, Commercial, Estate Management and Facilities, Risk and Governance (in partnership with the General Counsel) and the Executive Office.

Alongside this direct accountability, the post has a critical role in advising and supporting me as Chief Executive to deliver operational

resilience and transformation at a time of considerable organisational change, working in close partnership with the Chief People Officer, the Chief Data, Technology and Insights Officer and the full Senior Executive Team. You will be a member of the CMA Senior Executive Team and a member of the CMA Board.

This is an exceptional opportunity to play a unique strategic and operational leadership role in an ambitious and purpose driven organisation at a time of significant change, and to take the CMA beyond our 10 year anniversary as the volume, breadth, complexity and importance of the work we undertake extends to new frontiers.

The CMA is committed to equality, diversity and inclusion. We are a values-led organisation, treating people equitably and offering the support and development they need to succeed and reach their potential at work.

Like so many of my colleagues, I find the CMA a uniquely rewarding and interesting place to work. I hope you will find the details of the role in this information pack of interest and that you will consider applying.

Best wishes, **Sarah Cardell**

# Background to the Competition & Markets Authority

The CMA is an independent non-ministerial government department and is the UK's principal competition and consumer protection authority. We help people, businesses and the UK economy by promoting competitive markets and tackling unfair behaviour.

We derive our powers from the Enterprise and Regulatory Reform Act 2013 and our work is overseen by a Board and led by the Chief Executive and Senior Team. Decisions in some investigations are made by independent members of a CMA panel.

We adopt an integrated approach to our work, selecting those tools we believe will achieve maximum positive impact for people and the UK economy. Our main functions are:

- Investigating mergers that have the potential to lead to a substantial lessening of competition.
- Investigating businesses and individuals to determine whether they

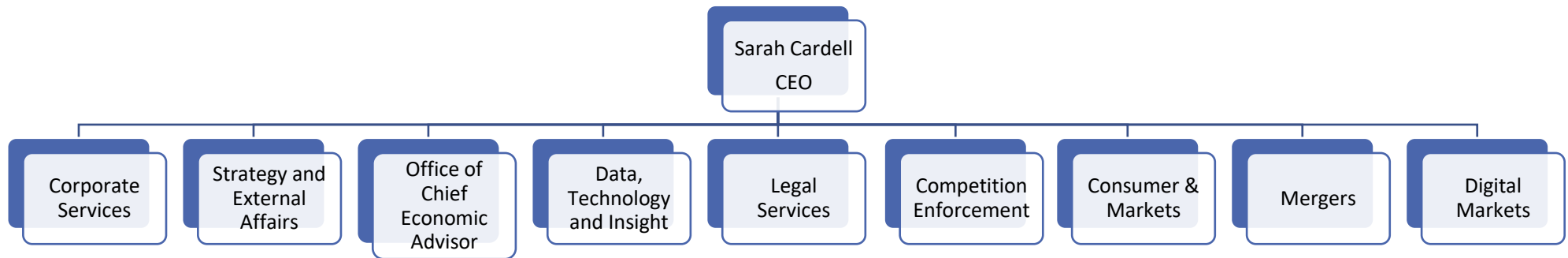
have breached UK competition law and if so, to end and deter such breaches, including by fining businesses and seeking the disqualification of directors of companies involved, as well as pursuing individuals who commit the criminal cartel offence.

- Enforcing a range of consumer protection law, including in cases where the unfair treatment of consumers or the challenges they face in making choices suggests there may be a systemic market problem.
- Conducting studies, investigations or other pieces of work into particular markets where there are suspected competition and consumer problems.
- Giving advice to policymakers and Ministers about our functions, including how they can design and implement policy in a way that harnesses the benefits of competition and protects and promotes the interests of consumers.

- Providing information and advice to people and businesses about rights and obligations under competition and consumer law.
- Promoting stronger competition in the regulated industries, working with the sector regulators.
- Conducting regulatory appeals and references in relation to regulatory arrangements under sector-specific legislation.
- Providing technical advice, reporting and monitoring in relation to the UK internal market, through the Office for the Internal Market (OIM)
- Providing advice, reporting and monitoring in relation to government subsidies, through the Subsidy Advice Unit (SAU).
- Operating a pro-competition regime for digital markets – to be introduced through the Digital Markets, Competition and Consumer Bill.

Our offices are located in Belfast, Cardiff, Darlington, Edinburgh, London and Manchester.

# Organisational chart and Senior Executive Team



# About the role

## Job Title

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Chief Operating Officer

## Location

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Belfast, Cardiff, Edinburgh, London or Manchester

\*The post holder can be located in any of our office locations, with an expectation of making regular visits to all CMA office locations including London.

Please note the requirements for travel and level of flexibility available as set out in the FAQs section.

## Salary

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**£130,000 to £149,999 per annum**

Applicants new to the Civil Service may receive a salary on appointment that is not greater than £149,999 per annum, depending on skills, knowledge, experience and qualifications.

For existing Civil Servants, salary on appointment will be agreed in line with the

Senior Civil Service pay rules in place on the date of the appointment.

## Contract Type

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This role is being offered on a permanent basis.

## The Role

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The Chief Operating Officer (COO) will report to the Chief Executive and work in close partnership with the Chief People Officer, the Chief Data, Technology and Insights Officer, the Senior Executive Team and the Board to deliver first class Corporate Services and ensure the overall operational integrity and efficiency of the CMA's activities to enable the CMA to deliver timely and impactful outcomes for people, businesses and the UK economy.

## Key Responsibilities

- Be the Second Accounting Officer for the CMA.
- Be an active executive member of the CMA Board, contributing to the

development and articulation of organisational strategy, ensuring that the CMA fulfils its statutory duties and functions and that the principles of good corporate governance are observed.

- Be a collaborative and engaged member of the CMA's Senior Executive team and Executive Committee providing collective executive leadership of the whole CMA including ensuring the work of the organisation aligns with the strategic priorities and ambition set by the Board, that risks are appropriately identified, managed and reported, and that organisational development continues to deliver a positive, respectful and inclusive culture in line with the CMA's Values.
- Chair the CMA People and Operations Committee and Staff and Management Council. Be an active participant in other senior decision-making fora and attend

the CMA Audit and Risk Assurance, Remuneration and Nominations Committees.

- Work with the CEO, Chair and Board to set the strategic and policy direction for the work undertaken by the Corporate Services Directorate within the CMA ensuring compliance with Managing Public Money, Government Procurement and Civil Service Commission rules and guidance and operating in a fully integrated way to support all of the CMA's practice areas and project delivery.
- Leading a team of Corporate Services Directors to ensure resilient and effective resourcing of ongoing and planned projects including considering resourcing demands across the CMA.
- In partnership with the Chief People Officer, help build the required skills, expertise and diversity across the CMA and within the Corporate Services Directorate, supporting staff development, developing accountable senior leadership and

management teams and acting as a role model.

- In partnership with the Chief Data, Technology and Insights Officer, help build the required digital skills and expertise across the CMA and within the Corporate Services Directorate, driving the digital first solution to support all CMA work. supporting staff digital development, delivering accountable senior leadership and management teams and acting as a role model.
- Liaise effectively with relevant government departments, in Whitehall and where appropriate in the devolved administrations, regarding the CMA's operational delivery, finance, people and governance regime.
- Be a strong external advocate for the CMA in the UK. Build strong relationships with counterparts across Whitehall including with HM Treasury, Department for Business and Trade and the Cabinet Office.

As a key member of the CMA's Senior Leadership Team, you will be expected to

play an active role in the ongoing corporate management and development of the organisation. We expect all our senior leaders to be:

- **Inspiring** – about our work and its future
- **Confident** – in our engagement with others
- **Empowering** – to allow our teams to deliver

<https://www.gov.uk/government/publications/civil-service-leadership-statement/civil-service-leadership-statement>.

This role profile is not exclusive or exhaustive. It is intended as an outline indication of the areas of responsibility and may be amended in light of the changing needs of the organisation.

There is an expectation that members of the SCS will have the flexibility and ambition to apply their skills across the CMA and the wider Civil Service; this may include taking on a different role in the future to that for which they are originally recruited.

### Our Values

The CMA delivers impactful outcomes for people, business and the UK economy. We are Ambitious and Evidence-based, and always strive for Excellence. We treat everyone with Respect and are Collaborative and Inclusive.

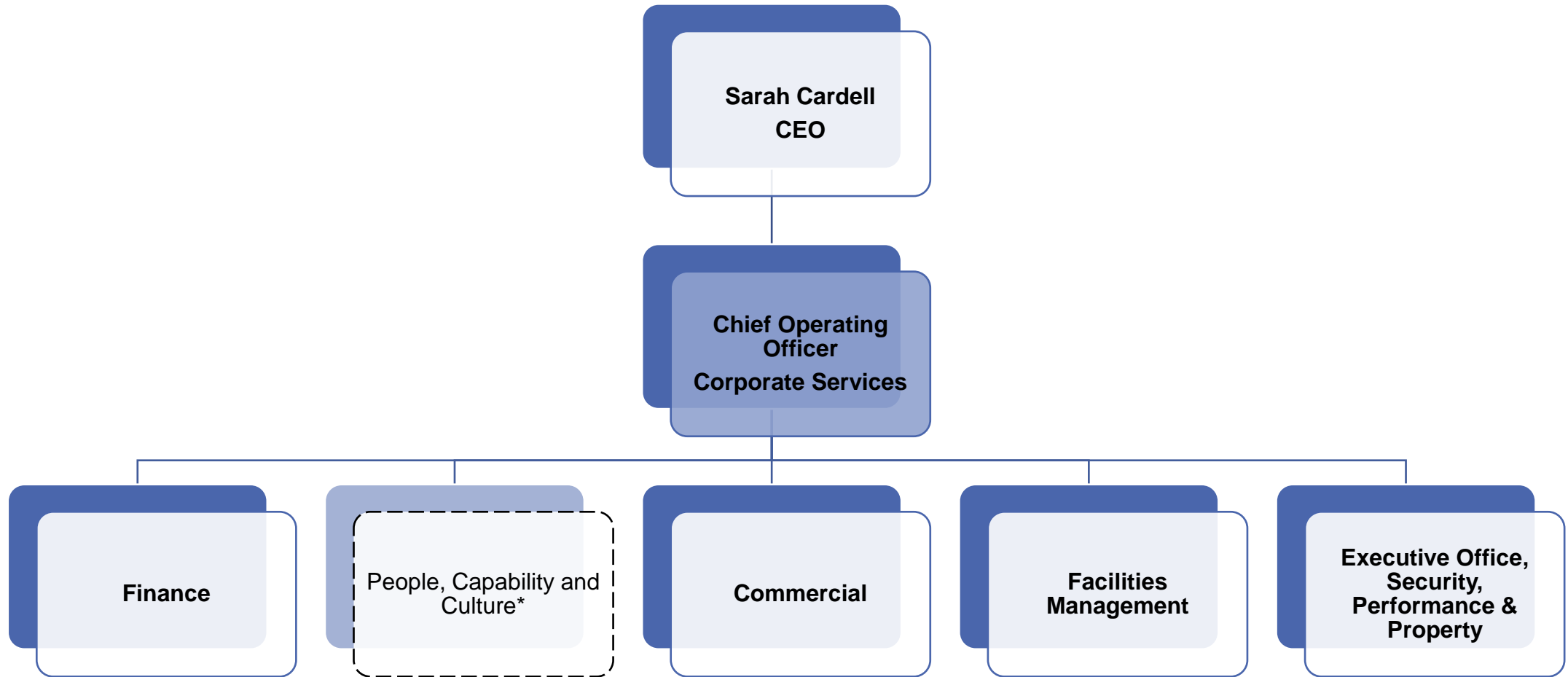
Everything we do is underpinned by the Civil Service values: Honesty, Integrity, Impartiality and Objectivity.



Honesty · Integrity · Objectivity · Impartiality



# Corporate Services Directorate



- Reports to CEO currently, but PCC function sits as part of Corporate Services Directorate structure.

# Person Specification

It is important through your CV and Statement of Suitability that you give evidence and examples of proven experience of each of the selection criteria detailed. The successful candidate will be able to demonstrate evidence against the following **essential** criteria:

- Proven operations leadership experience in an organisation of similar complexity, spanning multiple areas of corporate services
- Board or executive committee level leadership experience, demonstrating a capacity to operate at this level and to move between strategic thinking and technical detail where required
- Deep financial and commercial acumen gained through accountability for a multi-million-pound budget, and ideally knowledge of government financial management processes
- Experience of leading and successfully delivering major programmes of change, including people and digital transformation elements, and a track record of achieving significant efficiencies
- Proven experience of building, inspiring and leading high-performing and diverse teams drawn from different professions
- First class stakeholder engagement skills, with a track record of building and developing senior relationships across a complex environment. An understanding of / exposure to stakeholders in central government would be helpful, but not essential.
- A high level of personal credibility based on first class judgement and integrity and the confidence to challenge, influence and work constructively with others to achieve the very best outcomes for the CMA

# Benefits of working for the Civil Service

Whatever your role, we take your career and development seriously, and want to enable you to build a really successful career with the CMA and wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a Civil Service employee, you'll be entitled to a large range of benefits.

## Equality, Diversity, and Inclusion

**The Civil Service values and supports all its employees.**

We have strong and pro-active staff networks, special leave policies for hospital appointments, reasonable adjustments put in place for those who need them, and diversity talent programmes to help everyone, irrespective of background, to achieve their potential.

## Pension

**Your pension is a valuable part of your total reward package.**

A competitive contributory pension scheme that you can enter as soon as you join, where we will make a significant contribution to the cost of your pension, where your contributions come out of your salary before any tax is taken and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire. Visit [Civil Service Pension Scheme](#) for more details.

## Generous Annual Leave and Bank Holiday Allowance

25 days' annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays. This will be complemented by one further day paid privilege entitlement to mark the King's Birthday.

## Staff Wellbeing

**Flexible working** including part-time working (no less than 4 days a week will be

considered for this role) including varying your working day (within reason) in consultation with your staff manager. A job share partnership would also be considered (both new and existing partnerships).

Candidates will both complete separate applications but should make it clear that they are applying as job sharers and the panel will consider your evidence separately, against the criteria set out in this candidate pack. If your partner doesn't meet the criteria, you may decide to continue in the process alone, or withdraw your application.

Where it's not possible to find a job share partner before applying, you should make it clear in your cover letter that you are open to forming a new job share arrangement and the CMA will make you aware of any likely candidates you could be matched with in a new job share partnership.

Like many other organisations, we operate a hybrid working model with a mix of office and home working. We believe this supports us to deliver our best work while allowing the flexibility to maintain balanced

and healthy lives. For this role, we would expect a minimum of 60% attendance at a CMA office location.

Generous **paid maternity and paternity leave** which is notably more than the statutory minimum offered by many other employers.

**Childcare benefits:** The government has introduced the Tax-Free Childcare (TFC) scheme. Working parents can open an online childcare account and for every £8 they pay in, the government adds £2, up to a maximum of £2000 a year for each child or £4000 for a disabled child. Parents then use the funds to pay for registered childcare.

**Onsite facilities:** Opportunity to use facilities such as staff canteens (where applicable).

### **Season Ticket and Bicycle Loan**

Interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle.

### **Sick Pay**

Occupational sick pay.



# The Recruitment Process

## Application

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To apply for this post, you will need to complete the online application process no later than the [Advert Closing Date, which is 23:55 on 3 June 2024](#), quoting the role title and assignment code **2404-073L** in the subject heading of the email. This involves uploading the documents outlined below:

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
2. A **Statement of Suitability** (no longer than two pages), giving examples of how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
3. A completed **Diversity Questionnaire**. We're committed to implementing and monitoring our equality and diversity policies with the aim of recruiting, retaining and promoting staff regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

All applications will be acknowledged. Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com).

Failure to submit both documents will mean the panel have only limited information on which to assess your application against the criteria in the person specification. Please ensure that both documents contain your full name.

As part of the online application process, you will be asked a number of diversity-related questions. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say', but this information is very important to the Civil Service as we seek to build organisations and develop policies that reflect our society. Any information you provide is confidential and will not be used during the selection process or to inform decision making.

Should you encounter any issues with your online application please get in touch with [responses@russellreynolds.com](mailto:responses@russellreynolds.com)

## Selection Process

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Martin Spencer, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition, in accordance with the Recruitment Principles. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Hearing and determining appeals made by civil servants under the Civil Service Code, which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty - and forms part of the relationship between civil servants and their employer.

More detailed information can be found on the [Civil Service Commission website](#).

In addition to Martin Spencer, the other panel members will be:

- Sarah Cardell, Chief Executive Officer (CMA)
- Marcus Bokkerink, Chair (CMA)
- Karen Croxson, Chief Data and Technology Insight Officer (CMA)
- Tej Dhall, Assistant Director, Digital and Technology Services (CMA)

### Longlist and Shortlist Selection

You will receive email acknowledgment of your application through the online process.

The panel will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the '[Person Specification](#)' section. Failure to address any or all of these may affect your application.

At the longlist meeting, applications will be sifted to select those candidates demonstrating the best fit with the posts. Longlisted candidates will be invited to a preliminary interview with **Russell Reynolds** to discuss the role and their suitability in more detail. Due diligence checks will be carried out on all longlisted candidates. Following the preliminary interview, a panel shortlist meeting will take place where the results of the preliminary interviews will be discussed. Those candidates who demonstrate strongest suitability will be invited to final interview.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all longlisted and

shortlisted candidates will be advised of the outcome as soon as possible thereafter.

### Assessment

If you are shortlisted, you will be asked to take part in a series of assessments which could include psychometric tests and a staff engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

You will also have the opportunity to speak to Sarah Cardell and/or Erik Wilson, Chief Operating Officer prior to the final interview to learn more about the role and the organisation. Please note this is not part of the formal assessment process. We may take up references for shortlisted candidates prior to interview.

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification.

Interviews will consist of questions where candidates will be expected to build on the information provided in their personal statement and CV. Candidates may be asked to prepare a short presentation on a topic to be advised if/when invited to the interview stage. Full details of the assessment process will be made available to shortlisted candidates.

### Offer

Regardless of the outcome, we will notify all candidates as soon as possible after the final interview.

# Expected Timeline

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given. Please note that these dates may be subject to change.

The anticipated timetable is as follows:

<b>Advert Closing Date</b>	<b>23:55 on 3 June 2024</b>
<b>Longlist Meeting</b>	<b>w/c 10 June 2024</b>
<b>Shortlist Meeting</b>	<b>w/c 24 June 2024</b>
<b>Assessments – to include staff engagement exercises and Individual leadership assessments</b>	<b>w/c 24 June to 5 July 2024</b>
<b>Interviews</b>	<b>w/c 8 July 2024</b>

# FAQs

## Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non-Departmental Bodies.

## Is this role suitable for part-time working?

This role is available for full-time, part-time patterns (no less than 4 days a week part-time arrangement will be considered) and for job share partnerships (both new and existing). See benefits section on page 12.

If you wish to discuss your needs in more detail, please get in touch with the named point of contact in this pack.

## Will the role involve travel?

Yes, some travel will be required for this role. \*Candidates should expect regular travel to all CMA offices including London.

## Where will the role be based?

Belfast, Cardiff, Edinburgh, London or Manchester.

Unfortunately, relocation costs will not be reimbursed.

## Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

## What nationality do I need to hold in order to apply?

To be eligible for employment to this role you must be a national from the following countries:

- The United Kingdom
- Nationals of the Republic of Ireland
- Nationals of Commonwealth countries\*
- European Economic Area (EEA) nationals with (or eligible for) status

under the European Union Settlement Scheme (EUSS)

- Relevant EEA or Turkish nationals working in the Civil Service
- Relevant EEA or Turkish nationals who have built up the right to work in the Civil Service
- Certain family members of the relevant (European Union) EU and Turkish nationals

(\*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

For further information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk).

## Reserved for UK Nationals

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens. However, this is **not** a reserved post.

## Is security clearance required?



Yes. If successful you must hold, or be willing to obtain, security clearance to SC level. More information about the vetting process can be found [here](#).

### **What reasonable adjustments can be made if I have a disability?**

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact [responses@russellreynolds.com](mailto:responses@russellreynolds.com) in the first instance.

### **Do you offer a Guaranteed Interview Scheme for Disabled Persons?**

The Civil Service embraces diversity and promotes equal opportunities. As such, we run a Disability Confident Scheme (DCS) for candidates with disabilities who meet the minimum selection criteria. Selection will be on merit. If you wish to apply under the DCS, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

### **Will this role be overseen by the Civil Service Commission?**

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel.

More detailed information can be found on the Civil Service Commission [website](#).

### **What do I do if I want to make a complaint?**

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the [Civil Service Commission's Recruitment Principles](#).

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Charlotte Warmington, Recruitment Manager at [charlotte.warmington@cma.gov.uk](mailto:charlotte.warmington@cma.gov.uk) in the first instance.

If you are not satisfied with the response you receive from the Department, you can contact the [Civil Service Commission](#).

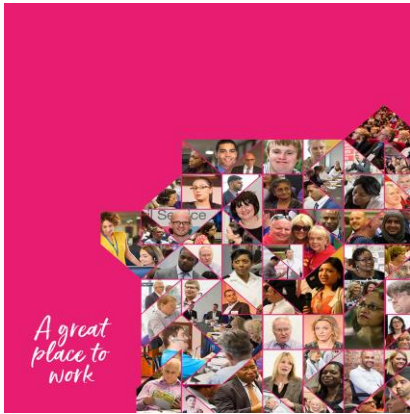
### **What should I do if I think that I have a conflict of interest?**

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department.

If you believe that you may have a conflict of interest, please contact [responses@russellreynolds.com](mailto:responses@russellreynolds.com) before submitting your application.

# Diversity & Inclusion

The Civil Service is committed to becoming the most inclusive employer in the UK.



We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer – an example to other employers. We will create an organisation where diversity is not only respected and valued – but celebrated.

## What's in it for me?

We want to maximise the potential of everyone who chooses to work for us – regardless of background.

If you're interested in becoming a world class leader, developing your career with us or doing things differently and inspiring colleagues, then the Civil Service is the place for [you](#).

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

We're committed to building a diverse and inclusive workplace where everyone can thrive and contribute their unique perspectives.

Our staff networks (including Carers, Race, Disability, Women's, Social Mobility, LGBTQ+, Dyslexia, Interfaith and All Ages) provide a vital platform for supporting colleagues to connect, share experiences, amplify their views and advocate for meaningful change.

We want our staff to be part of making the CMA a great place to work and we believe we can achieve this is by actively empowering staff to participate in networks, groups and projects that deliver our organisational priorities.

*“The Race network has delivered an exciting programme this year. We have pushed ourselves to be more proactive and ambitious, supporting the CMA to meet its commitments to the Race at Work Charter to attract, develop and retain diverse talent at the CMA. We are collaborating with others so that the CMA is part of the wider equality and diversity initiatives that are taking place across Government to drive a step change in the CMA's approach to equality, diversity and inclusion”.*



**Dipesh Shah,  
Director,  
Remedies,  
Business and  
Financial  
Analysis  
(RBFA) and  
Chair of the  
Race Network.**

## What's next?

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. [Read more.](#)

You can view our [Equality, Diversity and Inclusion Strategy 2020 to 2024 - GOV.UK \(www.gov.uk\)](#) which details the CMA's commitment to the personal and professional development of all staff, including those from all under-represented groups.





Civil Service

## Contact us

Should candidates like to discuss the role in more detail before submitting an application, please contact:

[responses@russellreynolds.com](mailto:responses@russellreynolds.com)