



Civil Service



Senior Director - Technology and Digital

Competition and Markets Authority

SCS Pay Band 2

Reference: P2405-019L

Closing date: 23:55 on 15 July 2024

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Welcome Message from Karen Croxson, Chief Data, Technology and Insight Officer CMA

Biography

Karen Croxson joined the CMA in September 2023 and was appointed as its first Chief Data, Technology and Insight Officer on 2 April 2024. Karen is a member of the Senior Executive Team and oversees all the CMA's work related to data, technology and analytics including AI.

Prior to that Karen was Deputy Chief Economist at the Financial Conduct Authority, where she headed up the regulator's scientific research programme, founded a new function integrating economics, behavioural science, and data science, and led analysis of digital markets and AI. Before that Karen was a strategy consultant and data science/AI leader at McKinsey & Company and QuantumBlack.

Karen is a board member/advisor for several non-profits and academic programmes at the intersection of economics, technology and policy.

Karen holds a PhD in Economics from Oxford University where she is a former Lecturer and Postdoctoral Research Fellow. She is also an Honorary Professor of Economics at the University of Nottingham.



“This is a fantastic opportunity to drive the CMA’s technology strategy, including an ambitious digital transformation.”

Thank you for your interest in the position of **Senior Director – Technology and Digital**. It is a particularly exciting time to join the Competition and Markets Authority (CMA). As the UK’s principal competition and consumer protection authority it is our job to ensure that markets work well and that consumers get a fair deal. We have a vital role to play in relation to many important challenges facing the UK, including

improving productivity and economic growth, mitigating cost of living pressures; as well as addressing the power of large digital firms and the potentially unprecedented opportunities and risks of emerging technologies like Artificial Intelligence. As the CMA, we must understand how new technologies are reshaping markets and the implications for consumers and competition, as well as exploit all the same technological advances internally to maximise our operational efficiency and effectiveness.

In this context, the CMA has established a new Executive Directorate for Data, Technology, and Insight (DTI), which consolidates our capability and expertise across these areas of growing importance. The new directorate is around 130 FTE with additional growth expected. It brings together colleagues with an exciting mix of complementary skills and expertise, spanning: strategic, business and financial analysis; data science, Artificial Intelligence (AI), data engineering, technology insight; behavioural science; eDiscovery and

digital forensics; as well as core technology systems, infrastructure, services, digital products and tooling. We are creating two new roles to provide dedicated senior leadership support, with a focus on the directorate's two core centres of gravity: (i) strategic insight, analytics and AI, (ii) technology and digital operations:

The **Senior Director - Strategic Insight, Analytics and AI** will oversee a novel, highly interdisciplinary programme of analysis, ensuring this continues to evolve and provide timely, impactful insight and evidence to shape and inform the CMA's work across its full mandate. The directorate's analytical teams work closely with all frontline areas of the CMA. They drive horizon scanning and thought leadership on emerging technologies and their implications (e.g. AI and Online Choice Architecture), produce novel, data-driven insight to shape the CMA's case pipeline and prioritisation, and deliver robust advice and evidence on live investigations, including all major digital

cases. This Senior Director will also co-lead the CMA's digital transformation, working in close partnership with the Senior Director for Technology and Digital.

The **Senior Director – Technology and Digital** will lead on all aspects of technology for the CMA. This includes technology strategy, systems, infrastructure, data, digital products, IT services, and cyber security. They will build on our solid foundations in these areas and ensure that the CMA's systems and capabilities meet the demands of a complex, evolving operation now and in the future. Together with the Senior Director for Strategic Insight, Analytics and AI, they will co-lead the CMA's digital transformation, ensuring that data, digital, analytics and AI can be leveraged impactfully across the organisation, whether to streamline operations, get ahead of potential harms to consumers and competition, or enhance our insight, analysis, and evidence to inform CMA decisions – all enabled by close

collaboration with other areas of the organisation and underpinned by the right systems, infrastructure, security, and tooling.

Both roles will report directly to me as Chief Data, Technology and Insight Officer (CDTIO), and become members of the CMA's Senior Leadership Team. Both will play a critical part in driving our impact as we take on significant new powers and as the volume, breadth, complexity and importance of our work extends to new frontiers. These are fantastic opportunities to join the CMA at a crucial time, and make a real difference to people, businesses and the economy. Like so many of my colleagues, I find the CMA a uniquely rewarding and challenging place to work. I hope you will enjoy reading about these roles and will consider applying.

Best wishes,

Karen Croxson

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:

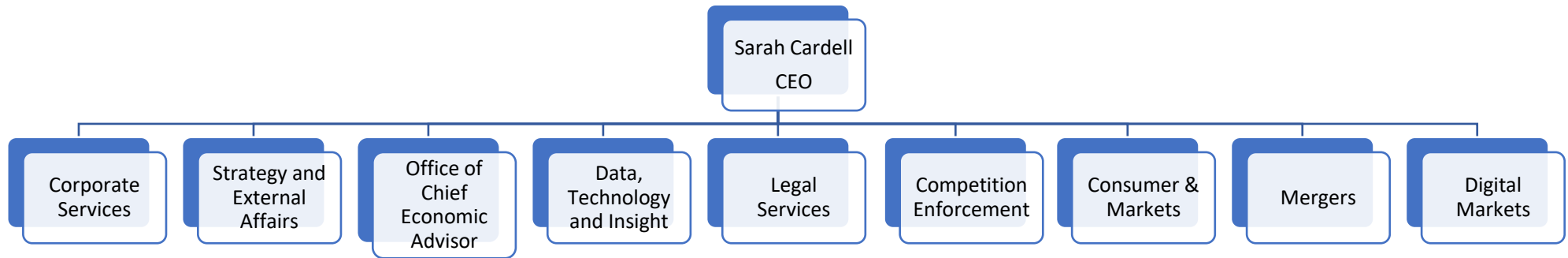
- Investigating mergers that have the potential to lead to a substantial lessening of competition.
- Investigating businesses and individuals to determine whether they

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



About the role

Job Title

Senior Director, Technology and Digital

Location

Belfast, Cardiff, Edinburgh, London or Manchester

*The post holder can be located in any of our locations with frequent visits being made to London.

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

Salary

£128,966 to £149,999 per annum.

We follow the Senior Civil Service Pay Rules for civil servants who secure a SCS role at the CMA, including existing CMA staff. Existing civil servants will retain their current SCS salary or move to the advertised salary minimum if appointed to a SCS role on level transfer, whichever is the greater.

If promoted to a new SCS role, they will receive a 10% pay increase or move to

the advertised salary minimum, whichever is the greater.

Applicants new to the Civil Service may be considered for appointment at a salary higher than the advertised salary minimum depending on skills, knowledge, experience and qualifications.

Contract Type

This role is being offered on a permanent basis.

The Role

The Senior Director of Technology and Digital will provide strategic and operational leadership across all aspects of the CMA's technology, including the development and implementation of the organization's technology vision, architecture, and solutions. We are looking for a leader who combines strong operational experience in highly complex organisations with a strategic, dynamic approach. They will join a unique organisation at a pivotal time, building on solid foundations but with a significant mandate to drive change, shaping a sector-leading digital transformation in

close partnership with the Senior Director for Strategic Insight, Analytics and AI. The right candidate will be passionate about all things technological and digital, ambitious to harness these to drive impact, and bring the leadership to inspire teams and build highly effective collaborations.

Key responsibilities:

- Create and lead the technical vision, strategy and execution of technology and digital systems, infrastructure and services, ensuring these support effective day-to-day operations across the breadth of a complex organisation. This includes technology services for CMA staff, effective access to our digital services for citizens and businesses, as well as ongoing support to maintain and optimise our internal technology stack to support our significant increasing use of advanced analytics and AI.
- Serve as a catalyst for ambitious digital transformation at the CMA

partnering closely with the Senior Director for Strategic Insight, Analytics and AI, and providing inspiring, effective leadership to drive innovative, impactful change in the way the CMA operates.

- Ensure our vision for digital transformation best advances the CMA's wider strategy and organisational priorities, and engage with other senior leaders and their teams, as well as wider stakeholders and partners, to deliver this transformation within strategy and budget.
- Serve as a proactive member of the CMA Senior Leadership Team with accountability for leading and influencing other senior leaders in digital and technology transformation;
- Play a central role on the CMA Digital Transformation Board, potential also co-chairing this;

- Serve as a key member of the People and Operations Governance Committee;
- Provide advice to the CDTIO, deputising for them when appropriate and acting as a CMA representative in high level technology forums;
- Lead engagement with central government on the CMA direction of travel for technology development, transformation and delivery, including representing the CMA in senior forums, engaging with senior stakeholders and contributing towards the implementation of the UK government's digital and data road map, as a key leader in the transformation, digitalization and automation of CMA processes and services.

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

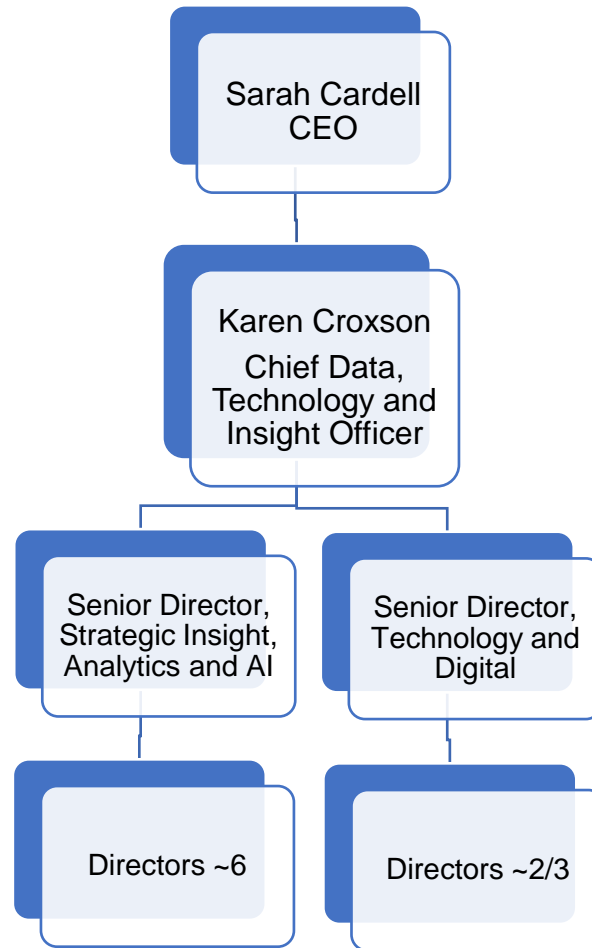
play an active role in the ongoing corporate management and development of the organisation. We expect all our senior leaders to be:

- **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.

Management Chain



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:

- An accomplished technology leader with a proven track record of successfully leading and implementing technology and digital transformation in a complex, fast-paced operating environment;
- Strong technical expertise across infrastructure/cloud, applications, systems & cyber, with a good understanding of emerging technologies and their potential applications;
- Excellent communication skills, verbal and written, particularly in disseminating complex and technical issues to non-technical audiences and in evangelising technology-driven change;
- Ability to operate in a multistakeholder environment, forming highly collaborative and trusted relationships with other senior leaders to effect impactful change;
- Inspirational and inclusive leadership of cross-functional and expert teams, including the ability to motivate develop people to achieve high performance and to promote a culture of respect, equality, diversity and inclusion.
- Strong financial and budgetary acumen with a focus on achieving an effective balance and high return across in-house and external resources, whether specialist contractors, in-house build of platforms or tools, or procurement via third-party suppliers

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

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 (although ideally no fewer than four days a week 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. In line with current policy, we would expect the role holder to work at least 40% of their time from their 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 Cycle Scheme

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

To apply for this post you will need to complete the online application process. This should be completed no later than the [Advert Closing Date, which is 23:55 on 15 July 2024](#).

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.

Please submit your full application by email to responses@russellreynolds.com ensuring that you quote the role title and assignment code P2405-019L in the subject heading of the email.

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, or do not receive confirmation of its receipt by email within 24 hours, please get in touch with responses@russellreynolds.com

Selection Process

Sarah Pittam, 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 Sarah Pittam, the other panel members will be:

- Karen Croxson, Chief Data, Technology and Insight Officer (CMA)
- Juliette Enser, Executive Director for Competition Enforcement (CMA)
- Rich Corbridge, Chief Digital Information Officer (DWP)
- A fifth panel member to be confirmed.

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 shortlist meeting, applications will be sifted to select those candidates demonstrating the best fit with the posts. 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 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 Karen Croxson and /or Sarah Cardell, CEO 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 complete an assessment or 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:

Advert Closing Date	23:55 on 15 July 2024
Longlist Meeting	w/c 22 July 2024
Shortlist Meeting	w/c 12 August
Assessments – to include Staff Engagement Exercises and Individual Leadership Assessments	w/c 19 August to 6 September 2024
Interviews	27 September 2024

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.

Are these roles suitable for part-time working?

These roles are 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 the 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 roles involve travel?

Yes, some travel will be required for this role.

Where will the roles be based?

Belfast, Cardiff, Edinburgh, London or Manchester

*The post holder can be located in any of our locations, with frequent visits to London.

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

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 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 in the first instance.

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

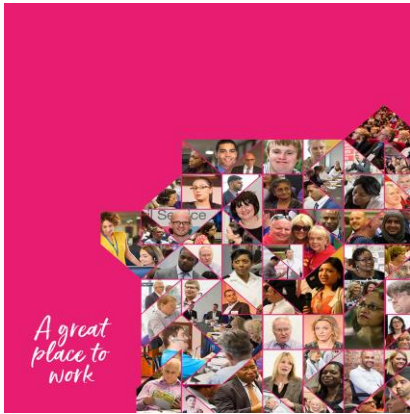
What should I do if I think that I have a conflict of interest?

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 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?

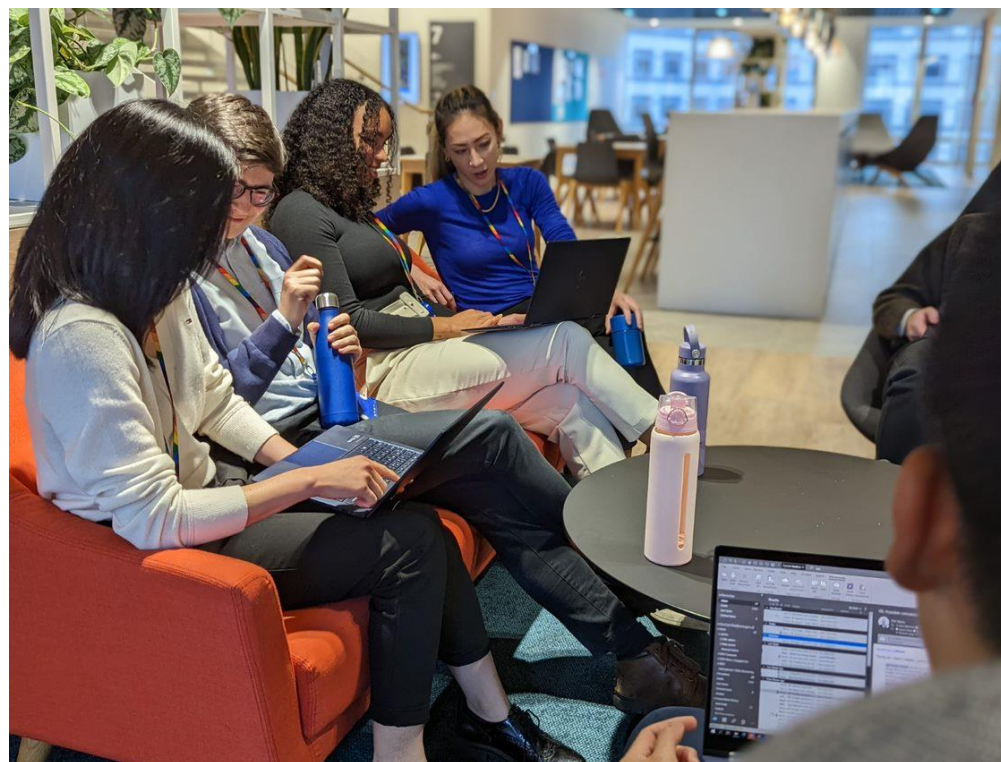
You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. [Read more.](#)

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.

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.





Civil Service

Contact us

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

responses@russellreynolds.com