



Candidate pack

Non Executive Director Roles

January 2021





Contents

Introduction

Aviation is facing possibly its biggest challenge since the Wright brothers first took to the air in 1903, with COVID-19 putting the industry in a situation it has never before experienced. But, at the same time, the CAA can see significant opportunities to address aviation's environmental challenges and develop the amazing innovations the industry is famous for.

The CAA's role as a regulator, influencer and strategic partner will never be as important as it will be in the coming months and years. As a non executive director you know what a pivotal role you as an individual and your peers will play. The challenges and opportunities will be significant.

Being excited by these challenges, the CAA expect each successful applicant to be so much more than a leading non executive director. For example, the CAA's senior team strive to lead by example on inclusivity and diversity and the CAA expect you to play a key role.

As you would expect imagine your positive influence will spread across the organisation. Your emotional intelligence and dexterity will help enable all the CAA's colleagues to live by their values and professionally represent what the CAA stand for.

Taking the whole organisation with you on this journey will be key. In doing this you'll need to live and breath the CAA's long term vision that features their core work in safety and consumer protection while also embracing new technology, space and the environment. But delivering the now and being agile to change and challenge is equally important to us.

Taking the whole organisation with you on this journey will be key.



Welcome Note from Grant Shapps Secretary of State for Transport



Dear Applicant,

This is an exciting time for the Department for Transport. The transport network touches the lives of everyone in the UK, and our ambitious programme of renewal – improving journeys, boosting economic opportunities, securing our supply chain – will shape Britain for generations to come.

The aviation side of our business is especially vital to getting the post-COVID economy back on its feet – helping businesses, creating jobs, enabling tourism and levelling up the nation.

We are recruiting for three Non Executive Directors to join our team on the Board of the Civil Aviation Authority.

The CAA is the independent body that regulates the nation's aviation safety, security, and consumer rights, as well as carrying out the economic regulation of some airports and air traffic control. It is now taking on new responsibilities that used to belong to the European Aviation Safety Agency and it will be the UK's civil space regulator.

Of the three positions one needs to have accounting expertise and another up to date professional experience of aviation safety. The third could have expertise in one or more of change management, space, artificial intelligence and learning as applied to aviation or STEM (science, technology, engineering and mathematics) as the CAA develops its presence in these areas.

I encourage you to apply.

Rt Hon Grant Shapps MP
Secretary of State for Transport

Welcome Note from Baroness Vere Ministerial Diversity Champion



As Ministerial Diversity Champion for the Department for Transport (DfT), I want our public bodies to benefit from a wide variety of ideas, experience and backgrounds. That means we need diverse candidates who can bring wide experience and dynamic ideas to our boards.

We need our appointments to be open to fresh talent, expertise and perspectives, to help us better understand the needs of the communities we serve. That is why we are committed to making our appointments more diverse in terms of ethnicity, gender, disability, life experience and background.

I would like to encourage you to consider applying for this role if you are interested in public appointments and the work of the CAA. Our dedicated DfT Public Appointments Team would be happy to talk through the process and answer your questions.

Baroness Vere
Parliamentary Under Secretary of State for Transport

A message from the Chair of the Civil Aviation Authority



The Civil Aviation Authority has a vital public service role, promoting the safety, security and consumer interests of those who fly, whilst also protecting those on the ground underneath. We also have a vital role in leading and enabling the aerospace sector, helping ensure that the UK continues to be a global leader in aerospace.

These are exciting but exceptionally challenging times: we need to help aerospace recover from COVID, the greatest crisis in its history; we must chart a course to environmentally sustainable aviation; we need to ensure that UK aerospace continues to thrive outside the EU; we need to create the right environment for new technologies, as well as become the UK's Space regulator; and we need to do much more to promote innovation, STEM and diversity in aerospace. We also must have the People strategies within the CAA which ensure we can deliver this ambitious agenda.

The CAA Board ensures that we maintain excellence in our day-to-day responsibilities, whilst setting our organisation for the future. Our non executive directors are at the heart of the Board's work, providing vital insight, guidance, challenge and support. In recruiting three new non executive directors to the Board, I'm excited by the opportunity to be able to work with great individuals who will give us the skills, experience and diversity that the Board needs to define and deliver the CAA of the future. I very much look forward to meeting you.

Sir Stephen Hillier
Chair of the Civil Aviation Authority

Civil Aviation Authority

Non Executive Director



"I joined the CAA in July 2019. I was motivated to join the board as I wanted to contribute my skills in aviation, safety, technology and business transformation. The aviation industry is on the cusp of great innovation in automated flight, sustainable aviation, space and more. The pandemic and EU Exit offer challenges and opportunities which will define the future of aviation. It's a truly exciting and important time to make a difference. The pandemic and EU exit accelerate the need for new ways of working, and the CAA is a vibrant learning organisation within an industry that embraces innovation, while ensuring safety and security remain at the forefront of everything we do.

As a Non Executive Director, we play a key governance role and offer healthy challenges in areas such as performance-based regulation of airports, airlines and airspace. In addition to the regular board responsibilities, I belong to committees in specialist areas: Audit and Remuneration Committees, Safety Leadership Group, and the CAA International Management Advisory Board".

Katherine Corich
Non Executive Director



The Roles

The Role Non Executive Director – Aviation Safety

The Role

Your role would be to;

- Provide independent and constructive challenge to the CAA's executive team
- Help ensure the CAA delivers its strategic objectives

Person Specification

You will have;

- High-level executive or non executive experience
- An ability to contribute effectively across the breadth of the CAA's work

Your experience will ideally have covered the following areas:

- A thorough understanding of commercial aviation engineering, from design, production through to operations and maintenance
- Human Factors from a design, manufacture, operations and consumer perspective
- Experience of air accident Investigation and output implementation
- Aviation Safety and Risk Management and preferably have been an IOSA (IATA Operational Safety Audit) auditor
- Experience of aerodrome, air traffic and airspace safety regulations and impact on the all parts of the aviation sector and consumers
- Experience in commercial environments
- National / aviation security understanding SeMS
- A strong understanding of economic regulation gained in an environment of comparable complexity
- Navigating politically sensitive issues would be desirable

We are interested in candidates who are consummate safety professionals with a passion for aviation.

The Role Non Executive Director – Audit

The Role

Your role would be to;

- > Provide independent and constructive challenge to the CAA's executive team
- > Help ensure the CAA delivers its strategic objectives
- > Chair the Audit Committee

Person Specification

You will have;

- > High-level executive or non executive experience
- > An ability to contribute effectively across the breadth of the CAA's work

Your experience will ideally have covered the following areas:

- > Chartered Accountant (Essential)
- > Risk Management (Essential)
- > Experience in a relevant industry or in a commercial environment
- > Experienced in preparing or assuring complex annual accounts to chair the Audit Committee
- > Previous audit committee chair
- > Significant Financial Audit experience in a commercial environment
- > Corporate governance in a medium to large organisation
- > A strong understanding of economic regulation gained in an environment of comparable complexity
- > Navigating politically sensitive issues would be desirable

We are interested in candidates who have a strong background in finance audit and accounts from any business sector.

The Role Non Executive Director – People, Change and Business Excellence

The Role

Your role would be to;

- > Provide independent and constructive challenge to the CAA's executive team
- > Help ensure the CAA delivers its strategic objectives

Person Specification

You will have;

- > Appropriate executive or non executive experience
- > An ability and enthusiasm to help guide the CAA's ambitious and exciting change programme, especially in relation to People, Innovation and Business Practices.

Your experience will ideally have covered the following areas:

- > Challenging the status quo and bringing imagination and fresh perspectives
- > Delivering business improvement and new ways of working
- > Enabling innovative / innovation leadership
- > Leading and delivering People strategies
- > Encouraging the adoption of new technologies such as space, remotely piloted air system, AI and machine learning
- > Promotion and support of skills development, in particular in STEM
- > Navigating politically sensitive issues would be desirable

We are interested in candidates with a wide range of backgrounds and experience.

Skills needed to succeed in this role

A strong supporting statement will demonstrate how you meet the requirements of the post. The criteria that will be used to assess whether candidates have a mix of the required qualities, skills and experience are listed below.

Please give examples in your supporting statement showing how in previous activity you have demonstrated each of the requirements:

- contribute effectively to discussions on the leadership and performance of the business at the CAA Board and Executive/Non Executive meetings (around 10 to 12 halfday meetings a year), usually held virtually;
- support the Chair to examine, challenge and support the operational delivery and commercial implications of policy proposals, major projects and programmes, strategic and organisational issues;
- work with the Chief Executive Officer and senior staff team to scrutinise the CAA's management information to ensure performance and delivery of the CAA's Business Plan and other key objectives are ambitious and achievable;
- bring an independent perspective to the work of the CAA;
- contribute as members of Board sub-committees within the UK Corporate Governance Code.

To succeed you will have:

- management experience and knowledge of effective governance at a senior level in complex organisations in the private, public or voluntary sectors – preferably at Board level; and
- excellent commercial business understanding.

You will also have a background in one or more of the following:

- professional or voluntary work in transport operations including the development of people's skills;
- digital and technology experience to deliver and meet government aims for transport in a digital age; and
- delivering a high level of customer service to a wide range of customers

One post additionally requires

- up to date experience of the aviation safety industry to ensure that Board is informed of operational consequences of decisions on safety.

One post additionally requires

- a Chartered Accountant with experience of preparing or assuring complex annual accounts to chair the Audit Committee.

For all three posts the CAA would also like to see

- if possible, experience of one or more of: change management; space; artificial intelligence and learning as applied to aviation; or STEM (science, technology, engineering and mathematics).

To be successful in any of these posts you should also be able to demonstrate the following attributes:

- strong communication skills, including an ability to offer challenge in a constructive, straightforward and open manner;
- the ability to challenge and support the development of management and strategic policies by applying relevant private sector approaches and/or experience in a public sector context;
- the ability to successfully deliver change: experience of transforming business processes to improve efficiency and effectiveness at significantly lower cost;
- a solid appreciation of risk management: Significant experience of assessing and managing risks, including high risk and high value projects and risks with a public interest element;
- a good understanding of large and complex organisations operating in a political environment with experience in an industry which can draw strong parallels with the business of government, and direct experience of working with Government; and
- a solid commitment to high ethical standards of integrity and honesty, and an understanding of the value and importance of the Seven Principles of Public Life.

Diversity & Inclusion

“Our new Non Executive Directors will not only embody and role model our new values but really appreciate and personally champion the benefits of promoting a more diverse and inclusive organisation in all its forms. The CAA has come a long way and made some great progress, but there is much further work to do to ensure that we relentlessly make progress towards these goals. It is not only the right thing to do for our people, it will also make us a better organisation for our core purpose of protecting the public”.

Richard Moriarty CEO

What's next?

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform these roles. Now join the CAA in achieving their ambitions and let the CAA help you achieve yours.

We want to maximise the potential of everyone who chooses to work for us



About the CAA



About the CAA

Why does the CAA exist?

The CAA is the UK's civil aviation regulator. Recognised as a world leader in their field, the CAA are at the cutting edge of the exciting and ever-changing aviation environment. Never standing still, the CAA's work includes diverse activities such as;

- Driving world-class safety standards
- Managing security risks, safeguarding passengers and the general public
- Minimising the environmental impact of aviation on local communities
- Running the ATOL holiday financial protection scheme
- Helping innovators to deliver the future of aviation.

Thanks to the efforts of the CAA's organisation and their people, consumers have choice, value for money and protection when they fly. As part of the CAA's team, you could help us deliver this vision and be a part of something great. In return, you can expect to feel welcome and to have your voice heard.

The CAA are a public corporation, established by Parliament in 1972 as an independent specialist aviation regulator. The UK Government normally requires that the costs are fully covered by charges to those the CAA provide a service to or regulate.



The CAA Values

1

Respect Everyone

We know, and show, that everyone deserves respect

2

Do the Right Thing

We always do the right thing, not the easy thing, to achieve our Vision and Mission

3

Build Collaborative Relationships

We have common goals and we use our diverse experiences, skills and knowledge to achieve them

4

Never Stop Learning

We're always open to challenging our thinking



About the CAA (continued)

Case Studies

The CAA's people and their work

Safety & Airspace Regulation Group

Drive UK civil aviation safety standards including overseeing aircraft, airlines and air traffic controllers. Responsible for the planning and regulation of UK airspace.

Aviation Security

Play a crucial role in regulatory activity, supporting security policy, compliance monitoring and continuous improvement.

International Group and CAA International

Improve aviation standards globally, helping to develop partners' people to help them lead the aviation world of tomorrow.

Strategy & Policy

CAA source of analysis and insight, oversight of corporate strategy and cross-organisational policy development.

Air Safety Support International

Air Safety Support International is a subsidiary company of CAA to help provide a system of civil aviation safety regulation in the UK Overseas Territories.

Consumer & Markets Group

Making sure the aviation market works to protect and benefit air passengers, regulating airports and air traffic services, airlines and air holiday companies.

Shared Service Centre

Provides a range of services that underpin the UK's aviation safety framework including issuing pilot licences & certificates of airworthiness for aircraft.

Corporate Services

Teams include; Finance, HR, Communications, Legal, Estates, Internal Compliance & Security, IT and the UK Airprox Board.

Portfolio Delivery

Managing the change programme to transform the way the CAA work.

The CAA's regulation is required to keep pace with changes in this fast moving industry and to do so within an interdependent, international network. This means making sure the CAA identify the key risks facing consumers and the wider public and that the CAA tackle these risks in a proportionate way. The CAA also have an extensive programme to be more efficient: to modernise the way the CAA manage and carry out their activities and the way we interact with the industry the CAA regulate. The CAA will be investing in new processes and systems. And the CAA must make sure they have the right people with the right skills available, and that we motivate those people in a period of change.

Above all, the CAA are committed to making sure that the interests of consumers and the public are at the heart of all that they do.

The Civil Aviation Authority understands the acute impact that Coronavirus is having on the industry, as well as those with upcoming travel plans. The CAA worked closely with the industry and supported passengers during the initial phase of the virus's spread, and the CAA will play a full role in facilitating the industry's recovery. Where possible and appropriate, the CAA issued exemptions and alleviations so that licences and approvals can be maintained by those in the industry during this period. In addition, the CAA have been looking closely at how they manage their internal costs.

For more information about the CAA, including the latest corporate reports, please visit www.caa.co.uk





Application



How to Apply

If you wish to apply for these positions, please supply the following by 25 February 2021.

- A CV (2 pages) setting out your career highlights and including any relevant supporting information.
- A short supporting statement (2 pages) setting out clearly the role or roles for which you wish to apply giving evidence of the strength and depth of your ability to meet the skills needed to succeed in this role or these roles. Please provide specific examples to demonstrate how you meet each of the experience, qualities and skill areas identified in the 'skills needed to succeed in this role'.
- Please ensure that you complete the supplementary information form sent out with this candidate pack. This captures your diversity information, which is used only for statistical monitoring purposes. It separately asks you to provide referees and declare potential conflicts of interest. [Download supplementary information form here](#)

Completed applications should be emailed to Dftpublicappointments@dft.gov.uk

If you cannot apply online, please post applications to:

**Public Appointments Team
Governance Division (Area 4/34)
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR**

The DfT and CAA welcome applications from disabled candidates. If you wish to discuss submitting your application in an alternative format, please contact the Public Appointments Team via the above email.

i Key information

Application email address

Application closing date

25 February 2021



How to Apply (continued)

Indicative Timetable

Please note that these dates are only indicative and are subject to change. Please let us know in your application letter if you are unable to meet these timeframes.

Advert Closing Date	25 February 2021
Short List Meeting	Week beginning 12 April 2021
Final Panel Interviews	Weeks beginning 3 and 10 May 2021
Meeting with Secretary of State (if required)	Week beginning 17 May 2021

Selection Process

These roles are being recruited for in accordance with the principles of the Government's Governance Code (January 2017)¹, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness.

The selection panel will be chaired by Olivia Grant (Independent Panel Member), Dr Rannia Leontaridi (Director of Aviation, Department for Transport) and Sir Stephen Hillier (CAA Chair).

The DfT Public Appointments Team/Executive Search Agency will acknowledge your application and keep you updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the skills needed to succeed in the role and decide who to invite for interview.

Interviews are expected to take place remotely and to last for between 45 and 60 minutes. Further details about the format will be provided to you in advance.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the DfT Public Appointments Team.

The decision to appoint to these roles rests with the Secretary of State. Appointable candidates may be invited to meet with the Secretary of State, or another Department for Transport Minister, before they make a final decision.



¹ <https://www.gov.uk/government/publications/governance-code-for-public-appointments>

Terms of Appointment

Appointment term

- Your appointment as a Non Executive Director of the Civil Aviation Authority will be made by the Secretary of State.
- The appointment will be for an initial term of three years, with the option of reappointment for up to a further three years by mutual agreement.
- It should be noted that this post is a public appointment; Non Executive Directors are neither employees of the Crown nor the Department for Transport. Such appointments are not normally subject to the provisions of employment law.
- Appointments may be ended prior to the conclusion of the period of appointment.

Time commitment

The anticipated time commitment is up to 60 days per annum. The role involves attendance at Board meetings, providing specialised advice as required, preparation time, travel and work outside of meetings.

Remuneration

- £25,000 per annum for up to 60 days attendance, plus an additional £3,000 for the chairing of a sub-committee. Remuneration is taxable through payroll but the appointment is not pensionable.
- Non Executive Directors can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set centrally by the Department for Transport.
- Non Executive Directors are also sometimes required to sit on panel hearings about safety or licensing matters, reimbursed at an additional day rate of £430.
- Applicants should note that the successful candidates cannot be remunerated for this role, if they are being paid for an existing full time role from the public purse.

Location

The roles will be based in Gatwick and London.

Availability

The successful candidates will be encouraged to take up this appointment on 1 September, subject to the successful completion of pre-appointment checks and security clearance.

Security clearance

The successful candidates will be required to have or be willing to obtain security clearance to Security Check (SC) level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-6 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate has passed all checks.

Nationality

These are non-reserved posts and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals and certain non-EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You will not be asked to produce evidence to confirm your eligibility at the application stage, but you will be required to do so should you be invited to the final panel interview.

Confidentiality

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired while official duties, and not to disclose information which is held in confidence.

Terms of Appointment (continued)

Disqualification for appointment

There are circumstances in which an individual will not be considered for appointment. They include:

- > people who have received a prison sentence or suspended sentence of three months or more in the last five years;
- > people who are the subject of a bankruptcy restrictions order or interim order;
- > in certain circumstances, those who have had an earlier term of appointment terminated;
- > anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; and
- > anyone who has been removed from trusteeship of a charity.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Review Body's "Codes of Practice". Candidates will be expected to abide by the "Seven Principles of Public Life" set out by the Committee on Standards in Public Life (Appendix A).

Registration of interests

The purpose of these provisions is to avoid any danger of Board members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

Public appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable, or political interest which might be material and relevant to the work of the body concerned should be declared. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the Board in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity

Members will need to show political impartiality during their time on the Board and must declare any party political activity they undertake in the period of their appointment. Details of the successful candidates' declared political activity must be published by appointing departments when the appointments are publicised.

Your political activity will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you may if you choose include it separately in the main body of your application.

Due diligence

Candidates will be expected to declare any potential conflicts of interest, or issues of controversy which may draw negative attention to them or the Department. DfT's Public Appointments Team will also carry out checks on candidates' public records prior to interview. A conflict of interest or potential controversy need not disqualify a candidate, but it will be explored by the interview panel to assess whether the issue is manageable, so that Ministers can be fully informed before deciding whom to appoint.

Further information

If you have any queries about this role, please contact the CAA Talent Acquisition Team - TalentAcquisition@Caa.co.uk.

Terms of Appointment (continued)

Equal opportunities monitoring

The DfT and the CAA is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.

As part of the application process we ask candidates to complete equal opportunities monitoring information (see page 19). This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

Interview Access Scheme for Disabled Persons

As Disability Confident employers the DfT and the CAA are committed to actively encouraging applications from people with disabilities. Applicants with a disability will be offered an interview if they meet the minimum criteria for the appointment, as outlined in the relevant role description. Declaring a disability for the purposes of the Interview Access Scheme is your decision and is entirely voluntary.

Whether you choose to apply under the Interview Access Scheme or not you can still ask the DfT Public Appointments team to make particular arrangements for you when attending an interview. You can also contact us if you want to discuss the criteria for the role, if you have questions regarding your application, or if you need us to make any adjustments to enable you to apply.



Protecting your data

DfT is committed to protecting the privacy and security of your personal information and does so in accordance with data protection law including the General Data Protection Regulation (GDPR). All the information you provide will be used to proceed with the public appointment listed in this information pack and in the case of diversity monitoring information may be anonymised and used solely for monitoring purposes. For more information about the way we collect and hold your information, please read our Privacy Notice, accessible through the Cabinet Office website (<https://publicappointments.cabinetoffice.gov.uk/privacy-notice/>) or by requesting a copy from DfTPublicAppointments@dft.gov.uk.

Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with DfT's Public Appointments Team at DfTPublicAppointments@dft.gov.uk.

We will reply to your complaint within 20 working days.

Appendix A

Seven Principles of Public Life

The Seven Principles of Public Life apply to anyone who works as a public office holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, Non-Departmental Public Bodies, and in the health, education, social and care services. All public office holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Contact Details and Further Information

To apply for the position please use the contact details supplied below:

For more information see the website below:

