



**GROUP DIRECTOR OF SAFETY AND
AIRSPACE REGULATION**

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ABOUT THE CAA

Aviation is critically important for UK consumers and businesses and touches our lives in many ways. It provides opportunities for people to visit friends and family in other parts of the world and to holiday in an increasingly wide range of destinations. Businesses benefit from the ease with which people and cargo can move around the world. Additionally, aviation continues to be a popular recreational and small-to-medium sized business activity.

In overall terms, aviation and associated aerospace related industries represent a key enabler to the UK's trade, economic growth and employment. The UK benefits from having an aviation and aerospace sector that is the third largest in the world, behind only the US and China. However, aviation also has less positive effects and those in local communities affected by aviation noise and changes to the design of airspace want more done to reduce the sector's environmental impacts.

The CAA's role

The Civil Aviation Authority (CAA) exists to protect consumers and the wider public in its dealing with a broad range of aviation activities. The public rightly expect the safety of aviation to be the priority. Further, they want an aviation industry that offers consumers choice and value, and treats them fairly, especially when things go wrong as happens from time to time. The public also want to know that the environmental impacts of aviation are being recognised and minimised where possible.

Our current Strategic Plan for 2016-2021 sets out our key objectives for this period and the outcomes that we believe are important for the consumers of aviation services and the wider community. It can be found here: <https://www.caa.co.uk/Our-work/Corporate-reports/Strategic-Plan/Our-five-year-strategic-plan/>.

The strategic plan includes our five priorities that guide our work in this period:

1. Risk Based Regulation. We will target our activity where risk is highest and be adaptable to an ever-changing risk picture. We will act to develop industry capability and with it the confidence that members of the aviation community are managing their own safety, security and consumer risks effectively.
2. Empowering Consumers. Airlines compete on price and service and consumers drive improvement by making informed choices between different providers. The CAA will press for passengers to have the information they need to make fully informed buying decisions. When things go wrong, redress should be rapid and easy to use.
3. Infrastructure Optimisation. We will work with stakeholders to enhance the UK's aviation infrastructure in the pursuit of consumer interests. This includes for example developing an appropriate regulatory framework to support a new runway at Heathrow in a manner that is both affordable and commercially financeable. It also includes working with stakeholders in modernising the UK's vital national airspace infrastructure.
4. Technological Innovation. The CAA wants passengers and the public to benefit from a world-class aviation sector. Effective regulation helps to keep the aviation sector focussed on safety and at the global cutting-edge. We therefore plan to support the aviation community industry in adjusting to the growing challenges of modern aviation from new business models or from new technology, for example Drones.
5. CAA Service Excellence. Some people interact with the CAA because they have freely chosen us as partners, but others have little choice. For all of those that interact with us we aim to be easy to deal with and offer value for money.



THE ROLE

Group Director of Safety and Airspace Regulation

Overall purpose of the job:

The Safety and Airspace Regulation Group Director is a CAA Board Member and a member of the Executive Committee (ExCo). It is one of four executive Board members additionally comprising the CEO, Chief Operating Officer, and the Group Director of Consumers and Markets.

This role is very much about championing safety whilst providing strategic leadership in terms of direction setting, inspiring energy, and maintaining a high performing team – whilst ensuring the Safety and Airspace Regulation Group plays an active role in wider CAA strategy and execution and that it works effectively, embracing modern systems, with all of our stakeholders.

The Safety and Airspace Regulation Group has approximately 400 people. Colleagues are grouped into a number of key capability areas including:

- Flight Operations.
- Airworthiness.
- Airspace, Air Traffic Management, and Aerodromes.
- Unmanned Aerial Vehicles (Drones).
- Safety Performance and Risk
- General Aviation.
- Medical.
- Future Safety Policy.

In leading the team, the Group Director will ensure that aviation policy continues to evolve in the UK, remaining relevant to European and global institutions. The Group Director will be expected to take a broad view of strategy and safety and actively work collaboratively to shape the future policy environment.

Key areas of responsibility:

1. Safety oversight of UK licensed entities and individuals

The Group Director will ensure that the CAA continues to have an effective system of safety risk identification and management that harnesses data, intelligence and insights from all relevant sources both nationally and internationally. He/she will ensure that the CAA delivers a consistent risk-based approach to safety oversight and promotion. Ensuring that the CAA's regulatory stance is proportionate, targeted and consistent with better regulation principles. Safety regulation needs to be pragmatic, understand the commercial realities of the sector, the particular requirements of general aviation, drones and support to the military. The CAA also needs to take decisive action from time to time and the Group Director will need to make sure we have appropriate processes in place to do this robustly and fairly.

The dynamics of aviation mean that innovative thinking is often required in order to stay relevant to the sector and timely in rule making. There can be no room for complacency and the Group Director will be expected to be an active driver for learning and continuous improvement.

2. Airspace regulation

The Group regulates the safety activities of the UK's air traffic management providers such as NATS. It is also the decision-making authority on proposals made to change the structure or design of airspace. Making sure the CAA's decision-making process is robust and legitimate is a key task of the Group Director in what can often be very controversial proposals. The Group Director will also need to contribute to thinking on longer-term airspace reform to help modernise the nation's vital invisible infrastructure in the sky to better reflect future demands and the needs of a wide range of stakeholders including commercial aviation, general aviation, future users such as drones, the military, and those communities that are impacted by the environmental effects of aviation. On behalf of the Secretary of State, the Group also undertake certain additional key air navigation functions.

3. Stakeholder engagement

A key component of the Group Director role is to engage with aviation stakeholders at senior levels to develop effective relationships and understand their strategies whilst maintaining a clear sense of independence in terms of the public whose interests the CAA ultimately serve. He/she will engage effectively and influence policy makers, in the UK Government (e.g. DfT, BEIS, MoD, etc), at the EU level (e.g. EASA) and global level (e.g. ICAO), and with other National Aviation Authorities (NAAs). Whilst frequently engaging with members of Parliament and members of the devolved administrations. It will also be necessary to build a sound relationship with environmental interest groups and Local Authority institutions based on trust and mutual recognition of expertise and knowledge, so that environmental matters and public interest are properly accounted for in air navigation decisions.

4. Internal leadership

The Group Director's role will be to develop and execute strategies aimed at improving the effectiveness of the Group's activities and driving value for money improvements – whilst ensuring a sharp focus on securing better safety outcomes. Being attuned to the cultural and behavioural requirements, the need to continue to protect the public in future is key. In addition, he/she will be expected to have a passion for the CAA's people priorities, such as improving performance and accountability, promoting well-being, and ensuring we develop a more diverse and inclusive organisation. He/she will need to ensure high quality governance of safety related information communicated within the organisation with a special attention to making sure the Safety Leadership Group, ExCo and the Board receive timely, relevant and digestible information.

5. Incident management

It's our responsibility to deal with unplanned incidents and potential incidents. This can relate to responding to tragic accidents, taking precautionary safety action (recent example with the grounding of the Boeing 737 Max 8 aircraft), and helping assist others as they deal with an incident (as we did recently in the case of the illegal Drone incident at Gatwick Airport). This role will often play a critical role, for example acting as the CAA's Gold Commander in our incident management structure. Ensuring that there is an appropriate command and communication structure to support our ability to respond to incidents.



PERSON SPECIFICATION

Success in this role requires:

- A strong aviation safety background, preferably in civil aviation. You will be experienced in safety systems, cultures and accountabilities, along with having an appreciation and understanding of the interface between the regulated sector and the regulator.
- You will have experience at providing strategic leadership in senior executive positions by setting direction, inspiring energy and leading and managing high performing teams, gained across multiple contexts e.g. public and commercial sectors; multiple businesses; or different sectors, etc. You will be an inspiring leader who is a strong advocate of the organisation's development and continued improvement and an enthusiastic team player who is effective in collaborating with colleagues across the organisation. You will be a people person who draws energy from developing other people to reach their potential.
- Your ability to combine strategic and analytical thinking with a breadth of perspectives will be drawn upon. Focusing on the development of long-term goals and strategies and the ability to handle ambiguity and conflicts among different stakeholders on particular issues.
- Being confident and effective in dealing with major policy issues with senior industry, general aviation and government stakeholders including building effective relationship and handling difficult conversations. The role requires an ability quickly to command confidence with a diverse range of stakeholders; able to identify the key issues and form positions that will deliver good consumer

outcomes and stand up to external scrutiny. Being able to take decisive action within various situations, in addition within times of uncertainty.

- Excellent communication skills internally and externally – including internationally. The role will also require frequent press and media engagement, speeches and presentations, and include being accountable to Parliament by engaging with parliamentarians and giving evidence to its Committees, etc.
- Validated ability to lead in a changing environment and a highly developed emotional intelligence is as important as IQ given the range of stakeholders we deal with and regulatory tools we deploy.
- Well versed in effective governance and conscious of risk issues and where the responsibility for risk management should lie.
- You will have resilience along with flexibility to work within the ever-changing Aviation industry, which is subject to a high degree of unanticipated events.

Other factors

The CAA is a public corporation, established by Parliament in 1972 as an independent specialist aviation regulator. Our costs are covered by charges to those we provide a service to or regulate.

We operate independently of government and are alert to but not bound by all of the Treasury and Cabinet Office rules that relate to the Civil Service. Our employees are not members of the Civil Service. This impacts a number of areas, such as policy development and the way in which people are managed and rewarded. The SARG Director must be able to operate successfully in this environment.

The role is based in our Gatwick office where the Group is based and it will become our HQ in the summer of 2019. The role requires regular travel to the CAA's London office.

Why might you want this role?

This is a unique and challenging position. It will offer the successful candidate:

- An opportunity for you to shape safety focus and help make a lasting difference in a nationally important industry.
- The opportunity to contribute to key national policy issues, such as modernising airspace in the UK.
- Constant engagement with the rapidly changing market at very senior levels including regular CEO/CFO level engagement.
- The chance to develop and shape the role itself.
- As a Board Member, the candidate will be expected to help shape the broader CAA's direction.
- A competitive reward package.

Further Information:

If you would like an informal conversation about this role, please contact Jonathan Morgan (jonathan.morgan@saxbam.com) or Alex Richmond (alex.richmond@saxbam.com).

Due Diligence:

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publicly available information. This role requires Developed Vetting security clearance.

Equal opportunities:

Being an equal opportunity employer, we actively encourage and support applications from all backgrounds. If you have a disability or special need that requires adjustments, please let us know. Wherever possible, we offer flexible and variable working hours to help our people effectively manage all areas of their lives.

Indicative timeline:

Closing Date	Noon, Monday 1 July 2019
Long-list decision	Friday 5 July 2019
Short-list decision	Thursday 25 July 2019
Final interviews	Monday 5 and Wednesday 7 August 2019

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Civil Aviation Authority on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **QADEE**.

Click on the **'apply'** button and follow the instructions to upload a comprehensive **CV** (setting out your career history, with responsibilities and achievements), and **cover letter** (maximum two sides, highlighting your suitability and setting out how you meet the person specification – please note the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV).

Please also upload the **diversity monitoring form***

The CAA operates the Disability Confident Scheme. Candidates are encouraged to notify us if they would like to apply under that scheme, and should make that clear on the diversity monitoring form.

The closing date for applications is noon on **Monday 1 July 2019**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

**The diversity monitoring form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*



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