



# **Position Specification**

Care Quality Commission

Executive Director of Operations

Private and Confidential

## Care Quality Commission

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. We make sure that health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage services to improve.

### Our role

- We register health and adult social care providers
- We monitor and inspect services to see whether they are safe, effective, caring, responsive and well-led, and we publish what we find, including quality ratings
- We use our legal powers to take action where we identify poor care
- We speak independently, publishing regional and national views of the major quality issues in health and social care, and encouraging improvement by highlighting good practice

### Our structure

CQC is currently organised into six directorates. There are three inspection directorates that undertake our regulatory activity and are led by Chief Inspectors for each of the three sectors we regulate: Hospitals; Primary Medical Services and Integrated Care; and Adult Social Care. The Engagement Policy and Strategy Directorate develops our policy frameworks and regulatory tools, maintains our operating model, and engages with employees and all those who can influence quality to deliver improvement. The Digital and Intelligence Directorate provides all of our technology services and comprehensive insight into quality and risk in health and care. The Regulatory, Corporate and Customer Operations Directorate is led by the Chief Operating Officer and is responsible for our customer facing operations, as well as corporate services such as finance, commercial, infrastructure, HR, and legal.

The Executive Team structure is set out in Appendix I.

### Our values:

- **Excellence** – being a high-performing organisation
- **Caring** – treating everyone with dignity and respect
- **Integrity** – doing the right thing
- **Teamwork** – learning from each other to be the best we can

### Strategy

The health and social care landscape is changing, and this has been accelerated by the pandemic. Our regulation must keep pace to ensure we remain relevant and responsive.

Our draft strategy, currently out for consultation, makes clear our ambition to focus much more of our work on local systems and how health and social care is delivered. This strategy is the result of the learning we've gained throughout the pandemic and the work we've already done on Local System and Provider Collaboration Reviews.

To support the delivery of this strategy we're recruiting for a new Executive Director who will be responsible for day-to-day field operational delivery working alongside the Chief Inspectors and other

Executive Team members to improve consistency, collaboration and our collective impact across all sectors.

We know it's not enough to look at one service in isolation – it's how services work together that has a real impact on people's outcomes and we will continue to drive our work in this area forward. This role will help us decide on and deliver the changes that are needed, in collaboration with our colleagues and partners across the health and care sector.

## **The role**

Directly accountable to the Chief Executive, the Executive Director of Operations will oversee day-to-day inspection operations, involving monitoring, inspecting and rating services, and taking enforcement action where standards fall below those expected. The operational portfolio equates to 31,000 providers delivering services from around 45,000 locations. We are also currently looking at how groupings of providers operate in local areas (systems), and it is expected that this will become an increasingly important component of day-to-day activity.

The role has accountability for up to 1,800 people as part of the delivery of our core regulatory activity, driving operational excellence and promoting continuous improvement. The post holder will lead and inspire a large home-based, distributed workforce, to deliver consistently high standards of regulation in a rapidly evolving and high profile sector. The exact size of the role and interface with other parts of the new operating model is still being designed.

### **Leadership accountabilities:**

- As a member of the Executive Team you will work with your colleagues and CQC's Board to ensure the successful delivery of regulation across the health and social care sector.
- Understand the current and if required, proposed changes, to the health and social care ecosystem (providers, government, NHS etc.) ensuring that operations can respond effectively.
- Lead CQC through the changes required to implement matrix working as part of the new operating model.
- Develop diverse, high performing teams across the delivery functions and drive excellence in operational delivery.
- Work collaboratively with senior leaders - such as operationalising policy that the Chief Inspectors are responsible for developing.
- Deliver on our ambition to be a smarter regulator, fully utilising the latest digital tools and services to drive up productivity.

### **Role specific accountabilities:**

- Lead the day-to-day operations of regulatory activity through effectively managing resources, performance and change across teams.
- Ensure that operational insights from CQC's Intelligence function are appropriately actioned through the delivery functions.
- Create and sustain a close working relationship with other parts of CQC, notably with the Chief Inspectors and their teams to create a single united view of CQC
- Manage operational risk appropriately, ensuring that provider risks are managed across operations and escalate high risks through the relevant governance mechanisms.

- Control, monitor and review expenditure against a set budget, ensuring that spending is managed within budget and that prompt and appropriate action is taken to tackle any variances.

## Candidate profile

We are open to a wide range of possible backgrounds, including health and social care, but also the wider public sector and the private sector. This is a crucial, Board level role, and requires an especially talented individual, accustomed to operating, and collaborating, at a senior level, and able to deal with both complexity and ambiguity. Candidates should be able to demonstrate the following skills and experience:

### *Operational delivery and matrix management*

- Experience in **delivering large scale operations across cross-functional teams**, ideally who are remote or home-based.
- Experience and/or **understanding of regulated industries**, able to demonstrate an appreciation of the role of regulation in the delivery of health and social care.
- Demonstrable track record of **creating and using digital services as part of a suite of improvements in operational productivity**.

### *Collaborative leadership and change management:*

- Experience of working at senior leadership level, demonstrating **collaborative and collective leadership as part of a joint team** responsible for corporate performance, achievement of the organisation's strategic objectives and effective management of risk.
- A **highly effective communicator** and leader with successful experience of engaging a large, dispersed workforce.
- Experience of **driving strategy and directing operations on a significant scale in complex organisations**.
- Outstanding **strategic skills** with a proven track record in **effective change management**.
- **Impeccable and unquestioned professional values**, capable of creating, leading and inspiring cultural change in an organisation with a strong sense of purpose.

### *Personal effectiveness and leadership:*

- **Promote and embed inclusivity, diversity and human rights** as a foundation for individual and team success.
- Experience in **managing and developing leaders and high performing teams** using a breadth of leadership and management tools and approaches with a commitment to improvement.
- Apply **sound judgement** and use information and intelligence wisely to make difficult decisions and take responsibility for the resolution of issues at a senior level.
- Experience in **building strong relationships** and delivering in **collaboration** with others.

### *Stakeholder engagement*

- Able to **effectively engage with relevant strategic stakeholders** both internally and externally, for example dealing directly with providers where necessary.

### *Financial and commercial management*

- Experience in managing large budgets

## **Terms and conditions**

### **Time commitment**

Full-time role.

### **Salary**

Attractive package.

### **Location**

Flexible on location including homebased with travel as and when required across CQC offices.

### **Benefits**

CQC offers a generous benefits package of 27 days annual leave (increasing to 29 days after 3 years, and 32.5 days after 5 years) plus bank holidays, NHS car lease scheme, cycle scheme, employee support package and an employee discount scheme. CQC also offers an excellent flexible working policy.

### **Pension**

All new starters automatically become a member of the NHS pension scheme. This is a defined benefit scheme. Individuals are enrolled into the 2015 Section: Career Average Revalued Earnings (CARE) scheme. Contributions are banded depending on the appointee's rate of whole-time equivalent pay. For more information, please visit the NHS Pension Scheme's official website: <http://www.nhsbsa.nhs.uk/pensions>

### **Declarations of interest**

We ask all candidates to declare any interests they may have that might cause questions to be raised about their attitude to the business of CQC. We also ask candidates to disclose any information that may be a source of embarrassment to CQC, were it to be made public. Candidates are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouse/partner. The successful candidate will be required to give up any conflicting interests, and other business and financial interests may be published.

### **Transparency**

The Government has set out its clear commitment to improved transparency about how it spends public money. Greater transparency is at the heart of the Government's commitment to enable the public to hold politicians and public bodies to account. Details of the successful candidate's remuneration including pension benefits will be subject to disclosure.

### **Nationality**

All non UK residents must be free from any restrictions to reside and take up employment in the UK.

**Equal opportunities**

CQC aims to be a modern and equitable employer. We recognise and encourage the potential of a diverse workforce, positively welcome all applications, and appoint on merit.

**Guaranteed interview scheme for disabled people**

CQC operates a guaranteed interview scheme for disabled people (as defined by the Disability Discrimination Act 1995), who meet the minimum essential criteria for this appointment outlined in this document.

**Equality and diversity**

CQC is committed to creating a diverse, talented and high-performing workforce and welcomes applications from candidates irrespective of their background, gender, race, sexual orientation, religion or age, providing they meet the required criteria. Applications from disabled and Black and Minority Ethnic (BAME) candidates in particular are encouraged.

**Complaints**

CQC's recruitment processes are underpinned by the principle of selection for appointment on merit based on fair and open competition as outlined in the Civil Service Commission's Recruitment Principles which can be found [here](#). If you feel your application has not been treated in accordance with the Code and you wish to make a complaint, you should contact the Head of Recruitment in the first instance. If you are not satisfied with the response you receive, you can contact the Civil Service Commission via their [website](#).

## Recruitment overview

We provide an indicative timeline below, please note this may be subject to change.

### Indicative Timeline:

<b>Closing date</b>	<b>17 March 2021</b>
<i>Long list meeting</i>	w/c 22 March
<b>RRA interviews</b>	w/c 22 March- 5 April
<i>Short list meeting</i>	w/c 12 April
<b>Assessments</b>	w/c 12 - 26 April
<b>Panel interviews</b>	w/c 3 May

## How to apply

Please submit materials by email to [Responses@russellreynolds.com](mailto:Responses@russellreynolds.com). The closing date for applications is **12.00pm on 17<sup>th</sup> March 2021**.

Your submission should include:

- The reference number in the subject line **P2101-038L**
- A **short covering letter** of not more than three A4 sized pages explaining why this appointment interests you and giving evidence of how you meet the appointment criteria and competencies as detailed in the person specification.
- Your **current CV** with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for any gaps within the last two years.
- Details of your current remuneration package.
- The names of two referees who may be contacted at short-list stage, i.e. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- Notification of any dates you are unable to accommodate within the indicative timetable set out above. Please note that shortlisted candidates will be required to undertake a number of assessments prior to the final interviews. Your co-operation in making yourself available during this time will be much appreciated.
- **Completed diversity monitoring questionnaire** available via the following link: [CQC Diversity Monitoring Questionnaire](#)

All applicants are invited to complete this form to assist the CQC in monitoring its commitment to equality and diversity within its recruitment processes. The questionnaire includes:

- **Diversity monitoring questionnaire:** CQC is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this information enables us to identify whether we are recruiting from the widest possible pool of talent and check that all groups are being treated fairly throughout the process. This form will not be disclosed to anyone involved in assessing your application. If you do not wish to provide a response to a particular question, you should complete the 'prefer not to say' option.
- **Guaranteed interview scheme** for people with disabilities, if applicable. 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. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.

**Appendix I: CQC Executive Team**

