

Candidate Information Pack

Ofcom
Group Director, Spectrum

Introduction

The UK's communications industries are among the fastest growing and most important in our economy. Consumers, citizens and businesses rely on communications services every day, from the internet and mobile phones to television, radio and post.

Ofcom is the independent regulator and competition authority for the UK communications sectors. We regulate TV and radio broadcasting, land line and mobile phones, broadband and postal services, plus the airwaves over which wireless devices operate. Since April 2017 we have also been the regulator of the BBC and we have recently taken on regulation of video-sharing platforms such as Tik Tok. The sectors we regulate have seen, and continue to see, rapid change – and they are central to the modern digital economy. Over the next few years our role will expand into the regulation of security of telecoms networks and into creating a safer life online for everyone by protecting people from harmful content. Ofcom is thus a highly stimulating place to work for those looking for an intellectually engaging environment.

Ofcom's main legal duties are to ensure that:

- the UK has a wide range of electronic communications services;
- radio spectrum is used in the most effective way;
- a wide variety of high-quality television and radio programmes are provided by a range of different organisations, appealing to different tastes and interests;
- people are protected from harmful or offensive material, unfair treatment and invasion of privacy on television and radio, and
- the universal service obligation on postal services is secured in the UK.

Meeting Ofcom's duty is at the heart of everything it does, as set out in Ofcom's vision: Making Communications Work for Everyone. The organisation has c.1000 employees with offices in London, Edinburgh, Cardiff, Belfast, Manchester, Warrington, Baldock and Birmingham.

For further information about Ofcom, including its Annual Plan and latest report and accounts, the full range of activities it covers, and the household names it works closely with, please visit www.ofcom.org.uk.

The Role

One of Ofcom's central responsibilities is to oversee the management and allocation of the UK's radio spectrum. The Group Director, Spectrum is in charge of this area of our work and is a member of Ofcom's senior management team, reporting directly to the CEO, Dame Melanie Dawes.

Spectrum is critical for a number of sectors, including telecoms, satellite, broadcasting and radio, alongside defence, civil aviation, shipping and scientific research. Ensuring that the country's scarce spectrum resources are allocated efficiently and managed effectively is vital not just for the economy, but also for businesses and individuals across the country who rely on spectrum every day for their mobile phones, car alarms and Wi-Fi connections, amongst other uses.

At the heart of the job is the development and management of Ofcom's strategy and policy for allocation, authorisation and use of spectrum in an ever more demanding environment. As new technologies and uses constantly come on stream. Ofcom needs to keep pace and adapt with our industries. In the past three years alone, we have completed clearance of 700 MHz for mobile services, auctioned spectrum used for 4G and 5G, made more spectrum available for Wi-Fi, established our sharing framework, opened up frequencies in the 'terahertz' band and developed a space and satellite strategy. We've also carried out measurements to test the safety of 5G sites and have continued to carry out enforcement action when required, to keep the airwaves safe.

The Group Director, Spectrum leads one of Ofcom's largest groups, with 250 colleagues across the United Kingdom. The spectrum team's work is very diverse. It includes strategy and policy making for spectrum management and allocation, underpinned by technical and engineering expertise; the design and management of auctions; working with international partners on the global rules which determine spectrum management across borders; licensing commercial and individual users in the UK and taking action when licence conditions are not met; and ensuring that vital radiowaves are free from interference on a day-to-day basis. Ofcom has teams of engineers available 24/7 to troubleshoot problems and take enforcement action where necessary. At every big event – whether it's the Commonwealth Games or Glastonbury – there is a small team of Ofcom experts making sure that the radio spectrum is working smoothly behind the scenes.

We are looking for a strong leader who can energise, motivate and provide direction for a highly capable and diverse group, consisting of policy advisers and operational teams, alongside engineers, technologists and other specialists. Excellent collaboration and team working across Ofcom is essential, as Ofcom works to a highly matrixed structure. The Group Director, Spectrum will need to forge strong relationships across the senior management team, ensuring that their team works closely in partnership with those in charge of our broadcasting and telecoms work, as well as our corporate and strategy teams, technology group, legal experts and economists.

This job would suit someone with a strong commercial background in one of the industries that depends on spectrum. The ability to understand and make sense of trends in technology, and how they are changing uses for spectrum into the future, will be central. As a regulator, Ofcom's decisions are closely scrutinised and can be challenged in Court, so sound judgement and strong governance and risk management are essential. The person in this role is the UK's leading voice on spectrum authorisation and spectrum management, and will represent Ofcom and the UK, both domestically and internationally.

As part of Ofcom's [Plan of Work](#), the latest [Spectrum Management Strategy](#) was published in July 2021, and gives further insight into our work.

Key Responsibilities

- Ensure Ofcom has clear published strategies for how to allocate and manage the UK's radio spectrum and remains at the forefront of understanding the implications of existing and emerging spectrum issues, appropriate authorisation methodologies and technologies, both in the UK and internationally.
- As a member of Ofcom's Senior Management Team, actively join the leadership of the whole of Ofcom, as well as the Spectrum Group, as we develop and shape Ofcom for the future, personally championing Ofcom's values of Excellence, Respect, Collaboration, Empowerment and Agility.
- Ensure that Ofcom's decisions on spectrum management and allocation are in line with our wider strategies, are robust and credible and can withstand a high degree of scrutiny from a wide range of stakeholders.
- Act as the authoritative UK voice on all spectrum issues both with commercial users of spectrum and relevant industry bodies, government departments and other international spectrum authorities and bodies.
- Lead the Spectrum Group effectively on a day-to-day basis, inspiring and motivating colleagues to ensure that objectives are met and ensuring that key processes are running smoothly, including a focus on Health and Safety and wellbeing.

- Lead the development of the Spectrum Group for the future, ensuring we attract, retain and develop diverse talent with the broad range of specialist and technical skills we need.

Skills/Experience required

- Experienced high calibre and values-driven leader adept at motivating and providing direction for a highly capable and diverse group, consisting of policy advisers, operational teams and engineers/technicians and other experts.
- An experienced senior leader who can develop far-reaching strategy and can turn this strategy into policies and programmes of work which make a difference.
- Strong track record of collaboration and team working at a senior level. Ofcom works to a highly matrixed structure and spectrum is relevant to many areas of our other regulation, as well as being an area of regulation in its own right.
- Highly commercial and can balance a broad range of inputs to create approaches which deliver on a wide range of outcomes. Experience within one of the industries which relies on spectrum is likely to be essential.
- Strong technical background – able to articulate how technology trends will impact Spectrum issues and the potential knock-on implications for Ofcom. Able to provide leadership to the technical and engineering teams within the Spectrum Group.
- Astute and sound judgement where decisions are heavily scrutinised by internal and external stakeholders. In this role decisions are likely to be challenged in court and will attract interest from a wide range of people.
- Ability to identify and manage risk effectively and an understanding of corporate governance, including working with advisory boards and groups.
- Experienced spokesperson for an organisation with a willingness to be a leading voice in the UK and globally on spectrum authorisation and management.
- Candidates from the public sector will need to demonstrate knowledge and understanding of the commercial sector. Equally, anyone who has only worked in the private sector will need to demonstrate an understanding of public policy issues.

A set of 'critical leadership capabilities' that underpin the above criteria are outlined in *Appendix 1*.

Compensation

The appointee will receive a remuneration and a benefits package aligned with Ofcom's public body status, which is disclosable in the Annual Report and Accounts.

Location

To be based in one of Ofcom's main offices.

Security Clearance

Due to the sensitive nature of some of Spectrum's work, the successful candidate will need to be prepared to obtain Developed Vetting (DV) security clearance.

The Selection and Recruitment Process

Russell Reynolds Associates has been appointed to support this recruitment.

The Selection Panel expects to select an initial longlist of candidates by week commencing 20th December, who will then be invited to an initial interview with Russell Reynolds Associates. The panel will then choose a final shortlist of candidates, and final interviews are expected to take place in the week of the 14th February 2022.

Indicative Timetable *(subject to change)*

Closing date for applications	12:00 on 15th December 2021
<i>Longlist Meeting – Search Committee</i>	<i>w/c 20th December</i>
Preliminary interviews with RRA	w/c 10th & 17th January
<i>Shortlist Meeting – Search Committee</i>	<i>w/c 24th January</i>
Informal Fireside conversations and colleague panels	w/c 31 st January & 7 th February
Final Panel Interviews	w/c 14th February 2022

Ofcom is a forward-thinking, inclusive employer and recognises the value of diversity to truly “make communications work for everyone”. At Ofcom, our vision is to ensure people are part of an environment where they can truly strive and be themselves, therefore we aim to recruit from the widest pool of candidates possible – irrespective of social background, ethnicity, sexual orientation, gender, or disability. Ofcom is an organisation that strives to be truly representative of the whole of the UK and their aim is to be an employer of choice for everyone.

Ofcom welcomes diversity in all its forms and encourages applications from qualified candidates irrespective of ethnicity, age, disability or long-term conditions, gender/gender identity, sexual orientation, marital status, working patterns or religious beliefs.

Application Instructions

The closing date for applications is 12.00 noon, Wednesday 15th December 2021.

Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code **P2110-050L** in the subject heading of the email. All applications will be acknowledged. All applications must include the following:

1. A **Curriculum Vitae** with your education, professional qualifications and full employment history.
2. An accompanying **Supporting Letter** (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the essential and desirable criteria set out in the person specification. Please advise of any potential conflicts of interest.
3. **Diversity Monitoring Form**. All applicants are invited to complete a monitoring form to assist Ofcom with monitoring its recruitment processes. The Diversity Monitoring Form will not be seen by anyone assessing your application. Please find the form available [here](#).
4. **Disability Confident Scheme, if applicable**.
As a Disability Confident employer, Ofcom guarantee to interview disabled applicants who meet the minimum selection criteria of the role as outlined in the job description. You can find

more information on the scheme [here](#). To be considered under this scheme please select this option available on the Diversity Monitoring form.

If you require an adjustment at any stage of the recruitment process, please email the team at responses@russellreynolds.com.

If you are unable to apply through the website or require the candidate application pack in an alternative format such as Braille, audio recording or BSL, this can be provided on request.

Appendix I – Critical leadership capabilities

Strategic Thinking

- The ability to create and articulate an inspiring vision for the spectrum using sectors and Ofcom's role within it, not only for the areas they are directly responsible for, but the enterprise as a whole.
- Brings commercial and strategic insight into what drives business commercial models and how regulation can support better consumer and citizen outcomes.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organisation and push the boundaries within the industry.
- An interest in driving outcomes which are right for UK citizens and consumers, listening and looking for how Ofcom can support vulnerable groups in everything it does.
- The inclination to seek and analyse data from a variety of sources to support decisions and to align others with the organisation's overall strategy.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organisation is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Leading People

- Role models Ofcom's values – respect, empowerment, collaboration, agility and excellence.
- Actively builds diverse team with a wide knowledge, capability and experience to cover the ground of Ofcom.
- Collaborates and openly debates with the team to manage projects, solve problems, discuss challenging issues, or learn more about critical issues as a group.
- Listens with intent and brings through different perspectives, voices and strives to create an inclusive and innovative environment.
- Delegates roles thoughtfully to free self to work at a more strategic level.
- Collaborates with each employee and cross-functional team to establish clear performance goals and metrics for the year.
- Periodically reviews team progress against plans, focuses attention beyond the project to the full year or more.

Driving Results

- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- The ability to set clear and challenging goals while committing the organisation to improved performance, tenacious and accountable in driving results.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organisation.

Collaborating and Influencing

- Facilitates discussions to enable people to collaborate with each other independently; promotes collaboration across multiple parties.

- Identifies and meets with key players and stakeholders to help them shape a consensus collectively and engages in a dialogue to reach a final conclusion together, compromising as necessary for results.
- Develops explicit understanding of which relationships are most important to the organisation and its stakeholders, builds a network prioritising these relationships.

Appendix II: Ofcom Senior Management Team

The Senior Management Team is currently structured as follows [here](#).