



INTRODUCTION TO CARTELS

CANDIDATE PACK 2015

OPEN EVENING

We are delighted to invite you to
join us on the evening of

Wednesday 28 January 2015

at our Bloomsbury offices.

The evening will give you an opportunity
to find out more about the
Cartels team, its work and the wider CMA.

6pm - 8pm

**Victoria House, Southampton Row,
London WC1B 4AD**

[Click here to register by Monday 26 January 2015](#)





Welcome

Our mission is to make markets work well in the interests of consumers, businesses and the economy, and our overall ambition is consistently to be among the leading competition and consumer agencies in the world.

On 1 April 2014, the Competition and Markets Authority (CMA) became the UK's lead competition and consumer authority. I am proud that in our first year we have already started to deliver real results for UK consumers and businesses across the economy. We are conducting investigations into markets which really matter to people, energy and banking, and we have opened six new enforcement cases.

Effective enforcement of competition law is central to our purpose and function as an organisation and means that consumers, businesses and markets are protected from poor practices – not just in the markets where we take cases, but across the wider economy via greater deterrence, increased compliance and better understanding of the law. For that reason, I am particularly excited that we have the opportunity to expand and enhance our capacity to tackle cartels; one of the most – if not the most damaging – form of anti-competitive behaviour.

Joining the CMA offers a uniquely exciting professional opportunity and will give you the chance to contribute to the future of the UK competition regime. Our work is complex and compelling with excellent career development and flexible working opportunities – and it can benefit the lives of everyone in the UK.

We look forward to sharing more about what we do and answering any questions you may have at our open evening on Wednesday, 28 January 2015. Alternatively, you can contact us at cartels.recruitment@cma.gsi.gov.uk to arrange a confidential phone call or meeting.

A handwritten signature in black ink, appearing to read 'A Chisholm', written in a cursive style.

Alex Chisholm, Chief Executive

Our work

As our name suggests, the Cartels and Criminal Group (CCG) exists primarily to uncover, investigate, and deter cartels. We take an 'end to end' approach to our work. This starts with advocating the use of our leniency and informant rewards programmes and the cartels hotline by potential informants and then developing the leads we receive to the point at which we can exercise our formal powers of investigation. This involves full-scale investigations, enforcement action by way of fines or criminal prosecution and ends with targeted, strategic communications to make sure we maximise the deterrent impact of our work. CCG sits within the CMA's wider Enforcement Directorate which has responsibility for enforcement across our competition and consumer tools.

Our work also has a strong policy element. We are at the forefront of the development of global cartel enforcement policy: we participate actively in the international and European competition landscapes to make sure that we and our international enforcement partners have the tools and instruments

we need to fight cross-border cartels effectively. On the domestic front, we also work with the UK government more broadly to deliver an optimal regime for cartel enforcement.

“ 96%

of staff within CCG find
their work interesting
(staff survey 2014)

”



Our team

Uncovering, investigating and taking enforcement action against cartels requires a wide range of specialist skills. As part of our ambition to deliver a step change in UK cartel enforcement, we have been recruiting highly experienced professionals across all these areas and from different backgrounds, as well as developing more junior staff. Working in CCG presents the opportunity to work with talented professionals in multi-disciplinary teams to deliver important work which benefits society and the economy.

Effective cartel enforcement requires collaboration not only within CCG but across the CMA and with the broader enforcement community. We rely on our colleagues across the organisation to support and challenge our work. Economists, for example, provide expert economic advice about the scope of the market and communications specialists help us reach out to

our target audiences with relevant messages through suitable channels. We also engage with a range of partners, both national and international, from local police forces to the US Department of Justice, to help us in our mission to fight cartels.

The civil cartel team is made up of specialists with a range of different backgrounds, including lawyers from private practice (competition or litigation departments) and staff from other regulators/enforcers such as Ofcom or Ofgem. Many of us have also worked in other roles within the CMA, or its legacy organisations, the Office of Fair Trading (OFT) and the Competition Commission (CC), such as the mergers or policy groups or other government departments (such as the Treasury). Whatever our experience, we support each other in meeting the novel and varied challenges we face.



Our enforcement vision

‘To raise awareness and achieve credible deterrence across the UK economy by delivery of a steady stream of cases, delivered efficiently, using a broad range of tools with intelligent courage, and looking to be savvy and strategic about the range of outcomes pursued and thereby raising awareness of competition and consumer law.’

Our ambition is to bring about a step change in UK cartel enforcement and we are investing in both people and our infrastructure to achieve it. This investment builds on the OFT’s legacy as a world-leading cartel enforcement agency, having established a strong reputation for innovation in the fields of intelligence and advocacy. We expect CCG to have almost doubled in size by March 2015.

We have already brought on board three new Directors of Intelligence, Criminal Enforcement and Digital Forensics. Existing members of staff are enjoying additional training and development and our investment is providing for stronger intelligence via an enhanced and more sophisticated digital and forensics capability. The roles for which we are currently recruiting are an essential part of our future plans.

What is it like to work in Cartels and Criminal Group?

CCG colleagues volunteered to talk about their work, backgrounds and the CMA to convey the challenges, support and opportunities they experience.



NAME: LUCÍLIA FALSARELLA PEREIRA

ROLE: ASSISTANT DIRECTOR

Career: Before settling in the UK I worked at DG Competition in Brussels, and as a competition lawyer in private practice in Brazil. I joined the OFT working as a Case Handler and Head of EU Mergers in the OFT's Mergers Group. I subsequently spent two and a half years seconded to HM Treasury, advising on competition law and policy during the financial crisis and its aftermath. I then returned to the OFT to join the Cartels Group.

Why have you stayed? The work is incredibly varied and challenging. My job involves dealing with almost all aspects of cartel enforcement and policy: from handling leniency applications to representing the UK's interests in international gatherings. And, of course, delivering cartel enforcement cases. The CMA also offers many opportunities for exploring different roles and areas. For example, last year I took a two-month break from my job in the Cartels Group to lead a large multi-disciplinary team advising the Chancellor in relation to the divestments being made by RBS and Lloyds Banking Group. But what motivates me the most is the impact of our work. We are very focused on delivering cases that make a real difference for consumers, with a beneficial impact on business behaviour and on the economy.

Typical day? There really is no such thing and I'm sure all my colleagues would agree. I will normally have ongoing strategic responsibility for at least one cartel case, but will simultaneously work on a number of other matters. In a single week I may be representing the UK at the Organisation for Economic Co-operation and Development, working with experienced Investigators to develop our strategy for a new cartel investigation, and acting as the 'devil's advocate' in a complex merger case. I also work closely with the Communications team to develop innovative compliance initiatives to ensure that the deterrence messages of our enforcement work are heard within the relevant industries.

Would you recommend the CMA to others? I certainly would. It is great to be part of the team that is building a respected and influential authority, and it's a particularly exciting time for the cartels group given our investment plans. I cannot think of a better place for someone who wants to work on challenging competition cases for the public good.



“ I cannot think of a better place for someone who wants to work on challenging competition cases for the public good. ”

“ The work is very interesting and varied, the atmosphere is very supportive, and I feel appreciated. ”



NAME: BARBARA LIEVENS

ROLE: PRINCIPAL CASE OFFICER

Career: I started out doing corporate law for international law firm Ashurst in Brussels in 2002, then I moved to their London office in 2005 where I worked as a competition lawyer until 2009 when I had a career break. I joined what was then the OFT in 2012 as a Case Officer in the Cartels and Criminal Group, I was then promoted to Principal Case Officer in August last year.

Why did you join the CMA? I wanted to do interesting work in the field of competition law while maintaining a work/life balance and I was attracted to the public service aspect; working to make markets work well for consumers.

How has it worked out? Even better than I expected.

I wasn't sure if working in cartels would suit me as I was concerned it might be too narrow. But the work is very interesting and varied, and my recent promotion has brought new challenges. The atmosphere is very supportive and I feel appreciated. There is a great deal of international work with competition authorities outside the UK, which I enjoy, and I get involved in policymaking which gives a new perspective on the work. It's also very stimulating working with people other than just lawyers – there are investigators, forensic IT specialists, economists and others – and that makes for a diverse and interesting environment.

Would you recommend the CMA to others? Of course. For all the reasons I just gave!



NAME: DEBORAH WILKIE

ROLE: ASSISTANT DIRECTOR

Career: I joined the law firm Herbert Smith (now Herbert Smith Freehills) as a trainee in 2005. I qualified into their Litigation and Arbitration Division, representing clients in international arbitration proceedings as well as private competition litigation claims. I joined the OFT (now the CMA) in January 2014.

Why did you join? You're not the first to ask. I'm not a competition lawyer by background and lots of my former colleagues wondered why I was taking what seemed like such a leap into the unknown. But in reality, the skill sets required have a lot of similarities. In private practice I was working on large-scale commercial disputes, which called for analysing, collating and presenting evidence, as well as talking to witnesses, dealing with experts and managing a team to deliver the case on time – which also forms a significant part of what I do now. So, I wasn't stepping into something entirely new. But my new role was sufficiently different to make it feel like a challenge.

Having worked in quite a specialised area, I wanted to build a more rounded and balanced CV. I had always been keen to spend some time working in the public sector and finally, I have a young family and this job has allowed me to spend more quality time with them without having to compromise on the quality of work I get to do.

Has it met your expectations? Definitely. The work has been incredibly varied, and it has been particularly exciting joining the CMA as a new organisation. As well as my day-to-day casework investigating suspected price-fixing and similar, I have also been involved in broader policy work. I've also really enjoyed the management side of things so, yes, it has been even better than I expected. The people side of things has also been a real pleasure – colleagues are from a real mix of backgrounds and disciplines, which is a refreshing change from private practice. There really is a strong sense of collegiality and senior management are also highly supportive, which has made taking on all the new challenges far less daunting than it might have been.

“ Working at the CMA has really delivered in terms of quality and variety of work. ”

Would you recommend the CMA to others?

Absolutely. Working at the CMA has really delivered in terms of quality and variety of work and has given me opportunities to test myself in a completely new area. In the past few weeks, for example, I have been working with colleagues from across the CMA and the Cabinet Office, taken leniency calls from undertakings reporting cartel activity, represented the UK at meetings in Brussels, as well as making time to attend a seminar for the post-graduate course on European Competition Law which the CMA is funding me to do. I also think it's very useful to get an insight into how a regulator works – whatever your long-term career plan – and it's stimulating to step out of your comfort zone and to push yourself to try something new.

“...litigation skills such as taking witness statements, gathering and assessing evidence, and project management are entirely transferable.”



NAME: LAURENZ MAURER

ROLE: PRINCIPAL CASE OFFICER

Career: I started as a trainee solicitor at city law firm Masons (now Pinsent Masons) and then worked for five years as a commercial litigation solicitor at Osborne Clarke's Bristol office. My partner and I took a year's sabbatical to travel in Asia and move to London. When I came back in 2008 I joined the Government Legal Service (GLS), working first at the Serious Fraud Office as an Investigative Lawyer and from 2011 as Litigation Lawyer and then Principal Case Officer at what was then the OFT (now the CMA).

Why did you join the GLS and then the CMA? Variety and quality of work. In the GLS you can apply to be a lawyer in any department. This in itself was an attraction although I was particularly interested in white-collar crime and regulation, areas in which I felt that I could also use my litigation experience. It may seem like moving from working as a solicitor in private practice to the Serious Fraud Office and then the CMA was a big leap, but litigation skills such as taking witness statements, gathering and assessing evidence, and project management are entirely transferable.

What do you do now? Part of my role involves working in the leniency team. I find leniency an exciting feature of competition law enforcement. I deal with companies or individuals who wish to confess they have been operating a cartel in exchange for immunity or leniency – taking the initial calls, receiving and analysing the evidence and advising on what action the CMA should take. It's stimulating to work on a potential case from inception and to be involved in decisions about whether the CMA should prioritise it for investigation. Alongside this I also work on a number of cartel cases which the CMA has opened, and areas of policy work.

Would you recommend the CMA to others? Yes. The work is really interesting and rewarding. The organisation understands the importance to its staff of a work/life balance. Teams are made up of talented and motivated staff from a diverse range of professional disciplines and backgrounds. These features make it addictive! However, there are good opportunities to move to other parts of the GLS or back into private practice or industry if people choose to do so.



“ The work is continually stimulating and there are excellent opportunities to develop your career. ”

NAME: STEPHEN BLAKE

ROLE: SENIOR DIRECTOR

Career: I qualified at Stephenson Harwood where I worked as an Assistant Solicitor. I joined the CMA's predecessor, the OFT, in 1998 as a competition lawyer and have been here ever since.

Why did you join in the first place? I arrived when the 1998 Competition Act was going through Parliament, it was an exciting opportunity to be involved at the start of a new regime.

Why did you stay? I didn't have a game plan for my career, but certainly didn't expect still to be here 16 years later. I've stayed because the work has been so interesting. There have continued to be fundamental reforms to the competition regime and I have been able to play a part in that. This has included advising on some of the earliest Competition Act cases and appeals, including the Napp Pharmaceuticals case, and overseeing some of the UK's most significant civil cartel cases, such as the Independent Schools, Passenger Fuel Surcharges, Construction and Loans to Professional Services Firms cases. I also led the Marine Hose criminal

investigation and had the opportunity to spend two and a half years on secondment to the European Commission's Directorate-General for Competition where I led the Professional Videotapes case and also helped develop the leniency provisions of the Commission's Network Notice. In addition to the work itself, there have been opportunities for promotion and more responsibility which mean that I have been able to enjoy a successful, challenging and satisfying career.

Outside work? One of the benefits of being at the CMA is that it's easier to strike a healthy work/life balance. My family wouldn't necessarily agree, but by and large I think I have been able to achieve that.

Typical working day? Doesn't exist. The variety of the work is one of its many attractions.

Would you recommend the CMA to others? Absolutely. I have no regrets whatsoever. The work is continually stimulating and there are excellent opportunities to develop your career – whether within the CMA or elsewhere.



NAME: SONYA BRANCH

ROLE: EXECUTIVE DIRECTOR, ENFORCEMENT

Career: After completing my Law degree I joined Linklaters. During my time there I worked on the 'Windfall Tax', which introduced me to an exciting mixture of economics, anti-trust law and politics. I next moved on to Clifford Chance where I led the Group's financial services anti-trust practice, and worked on a number of international mergers and cartel investigations for some of the firm's key clients, and became a Partner.

I was approached by the Chief Executive of what was then the OFT and joined as Senior Director in 2007. I joined the board in 2012.

Why are you still at the CMA? To be absolutely honest, I was only intending to join the OFT for a short stint of possibly two years. I thought that it would be beneficial for my clients if I spent some time with a regulator. It was and is the intellectual challenge, the calibre and variety of the work, and the quality of the teamwork which have compelled me to stay longer. It is also a unique moment in the history of the UK competition and cartel regimes, with the establishment of the CMA and the passing of the Enterprise and Regulatory Reform Act 2013 which I did not want to miss.

The sheer scale and depth of the work is intellectually stimulating and I think it is more challenging to deliver on this side of the fence – spending public money demands rigour and I enjoy working with a sense of public duty rather than being client-led.

Would you recommend the CMA to others? Without hesitation. It's a real privilege to work with such high-calibre, committed colleagues on intellectually stimulating cases which have real importance to millions of consumers.

“ It's a real privilege to work with such high-calibre, committed colleagues on intellectually stimulating cases. ”

FURTHER INFORMATION AND HOW TO APPLY

We are currently looking for highly experienced professionals to lead case teams, as well as more junior staff looking to develop their careers in competition law enforcement.

Details of the available roles can be found by following [this link](#).

Here you will also find the closing date for specific posts together with key dates for shortlisting applications and interviews. You will also find remuneration details.

You may be asked to complete a response to a hypothetical problem in advance of the interview. The purpose of this is to test your substantive understanding, as well as analytical and communication skills.

Like many public sector organisations we use a competency-based selection procedure. Further information about answering competency-based questions can be found [here](#).

We hope that the opportunities detailed here are of interest to you. If you would like to speak to someone for more information on these roles, please email cartels.recruitment@cma.gsi.gov.uk and we will arrange a convenient time for a discussion.

Please apply via the [Civil Service Jobs](#) site.

BENEFITS

Details of specific salaries can be found on each role advertisement.

Pay is reviewed annually and any rise is linked to performance.

Existing civil servants should note that, if successful, we would match their current salary if joining on a lateral transfer or a 10% increase (or the minimum of our pay band if greater) if joining us on promotion.

Pension

We offer a choice of two excellent Civil Service pension schemes. For further details check the [Civil Service Pensions website](#).

Holidays

We offer generous annual leave allowances with 30 days, plus 8 days bank holidays and 2.5 days privilege leave.

Career development

We are committed to maximising your potential by supporting you to develop the knowledge, professional and technical skills and experience required to advance your career. As well as a comprehensive induction, we offer a suite of professional and skills training through the CMA Academy. However, we believe one of the best ways of developing colleagues is to provide diverse opportunities in their day-to-day work. The CMA does this by encouraging colleagues to build their experience over time by working on a variety of projects, in different areas of the organisation and in different roles.

Flexible working

Part-time and flexible working options are available for most posts and applications to work in a flexible manner are considered favourably.

Maternity/paternity/parental leave

We offer generous maternity/paternity leave provision in excess of statutory requirements.

Other benefits

We offer a comprehensive range of additional benefits including:

- interest-free loans are available for the purchase of quarterly or longer season tickets
- a salary sacrifice scheme for purchase of Childcare Vouchers
- a cycle purchase scheme
- access to a range of discounts through membership of the [Civil Service Sports and Social Club](#)
- access to private healthcare schemes including CS Healthcare and Benenden
- reimbursement for eye care and discounted spectacles.

Hours

If working full time, you will normally be required to work a five-day week of 36 hours excluding meal breaks.



ELIGIBILITY

Nationality

These posts are open to EC nationals, members of the Commonwealth, European Economic Area (EEA), Swiss nationals and certain non-EEA family members. Candidates from the Commonwealth must be free from any restrictions to reside and take up employment in the UK. See full details of the [Civil Service nationality requirement](#).

Security clearance

Any offer of appointment will be subject to satisfactory completion of security and other checks, including a criminal record check.

Conflict of interest

If you or your spouse has any business interest or conflict of interest with the activities of the CMA, you will be expected to declare them. You will also be asked to inform us if you have any indirect association of this kind through any other family member or partnership.

Civil Service code

All Civil Servants are expected to carry out their role in accordance with the Civil Service code and its core values of integrity, honesty, objectivity and impartiality. Further information is provided on the [Civil Service website](#).

Equality and diversity

The CMA is committed to implementing and monitoring our equality and diversity policies with the aim of recruiting, retaining and promoting staff regardless of any of the protected characteristics under the Equality Act 2010 – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Part of that commitment is that we guarantee an interview to any candidate who has a disability, as defined by The Equality Act 2010, and declares their disability in their application, provided that they meet the minimum (essential eligibility) criteria for the post(s) in question.

Complaints

Our recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the [Civil Service Commissioner's Recruitment Principles](#).

If you feel that your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should contact David Bolt, Recruitment Manager (recruitment@cma.gsi.gov.uk) in the first instance.

If you are not satisfied with the response you receive from us, the Commission will consider complaints where the principle of appointment on merit through fair and open competition, and the Recruitment Principles, has not been met.

Competition and Markets Authority
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cartels.recruitment@cma.gsi.gov.uk