



Job Title: Director of People
Reporting to: Executive Director, People and Culture
DBS: Not Applicable
Responsible for: Head of People Business Partnering; Head of Talent; Pay and Reward Manager; Data and Analytics Manager, People Operations Manager
Role Profile: Hub Worker
Location: Haig House, London 2 days per week

Role Purpose

Lead a forward-looking People function that brings together operational delivery, workforce planning, talent, reward and data-led insight into a single, coherent offer. Create the conditions for great work across RBL by ensuring people frameworks, policies, systems and services are consistent, compliant and enabling, while building the capability and confidence of leaders to manage and develop their teams effectively. The role provides clear accountability for the employed workforce across the full employee lifecycle, translating organisational strategy into a practical and deliverable people plan that aligns capability, performance and resources to organisational priorities.

Key Responsibilities

Strategic leadership

- Lead delivery of RBL's People Plan, ensuring alignment to the 2035 Strategy and wider organisational priorities.
- Act as a senior adviser to the Executive Board on people risk, workforce planning, organisational design, capability and performance.
- Provide integrated leadership across the People function, ensuring operational delivery, talent, reward and insight work together as one coherent service.
- Build strong partnerships across the organisation, working closely with senior leaders to ensure people priorities support business delivery.

People operations, policy and employee relations

- Lead the delivery of high-quality people services across the employee lifecycle, ensuring HR operations, case management, policies and systems are responsive, efficient and legally compliant.
- Ensure people processes are clear, proportionate and accessible, supporting a strong employee and manager experience.
- Oversee employee relations strategy and practice, promoting early resolution, fairness, consistency and effective risk management.
- Drive continuous improvement and digitalisation in core people processes to improve service quality, pace and consistency.

Business partnering and workforce planning

- Lead the business partnering model to provide strategic support to directorates on workforce planning, organisational design and people priorities.
- Embed workforce planning as a routine management discipline across the organisation, linking headcount, capability and structure to organisational and financial planning.
- Support the development of business cases and organisational change activity, working closely with Finance and senior leaders to ensure robust analysis and clear recommendations.
- Build line manager confidence through high-quality partnership, coaching and practical frameworks.

Talent, learning and organisational capability

- Lead an integrated talent and capability agenda covering recruitment, resourcing, leadership development, learning systems and internal progression.
- Deliver a talent strategy that builds strong internal pipelines, supports mobility and aligns development to business need.
- Oversee organisation-wide learning, leadership and development programmes that strengthen capability, performance and retention.
- Ensure RBL remains competitive and purposeful in its development offer, using evidence and insight to shape priorities.

Reward, data and insight

- Oversee reward strategy and practice, ensuring pay and reward frameworks are fair, evidence-based and aligned to organisational need.
- Lead the development of high-quality people data, analytics and reporting that support decision making, Executive reporting and Board assurance.
- Use insight, metrics and feedback to identify trends, inform interventions and strengthen the connection between people strategy and organisational performance.
- Ensure data integrity, governance and effective use of systems across the People function.

Leadership and team development

- Lead, coach and develop a high-performing senior team that models RBL's values and delivers with pace, judgement and accountability.
- Build an enabling, collaborative culture across the function, strengthening connection between teams and clear ownership of outcomes.
- Champion continuous improvement, learning and high standards of professional practice across the People function.

This job description reflects the current scope of duties and responsibilities of the role. The post holder may be asked, and is expected, to undertake any other duties commensurate to the grade of the post. As duties and responsibilities change and develop, this job description will be reviewed and may be subject to amendment.

General

- To live The Royal British Legion's shared values (Stand Together, Be Respectful, Take Pride and Embrace Change) in the way you work and engage with others - the fundamental beliefs and qualities of who we are and what we do.
- To be responsible for your own health and safety and that of your colleagues, enacting Health & Safety at Work Act (1974) and relevant legislation, including reporting any health and safety hazard immediately you become aware of it.
- To uphold the requirements of the General Data Protection Regulations and Data Protection Act 2018.
- To maintain required levels of confidentiality regarding information that you come to possess in the course of your work which is commercially or personally sensitive.
- To be inclusive and equitable in your treatment of any parties you engage with through your duties, upholding RBL's Diversity & Inclusion policy and ensuring that we act as an equal opportunities employer and in accordance with the Equality Act (2010).

Person Specification

Criteria	Essential/ Desirable	How it will be measured
Qualifications		
MCIPD or FCIPD (or equivalent experience).	E	Application/Certificate
Knowledge & Experience		
Proven experience leading a broad People function in a complex, multi-site organisation.	E	Application/Interview
Strong track record of leading HR operations, business partnering and workforce planning at senior level.	E	Application/Interview
Demonstrable experience of leading talent, learning, leadership or organisational capability portfolios.	E	Application/Interview
Strong knowledge of UK employment law and good practice across employee relations, policy and people governance.	E	Application/Interview
Experience of using data, analytics and insight to shape decisions, priorities and organisational interventions.	E	Application/Interview
Experience of leading change, transformation and organisational design activity.	E	Application/Interview
Commercial and pragmatic mindset with strong analytical, interpersonal and influencing skills.	E	Application/Interview
Demonstrable commitment to inclusion, fairness and organisational culture.	E	Application/Interview
Authentic leadership style with credibility and impact at senior stakeholder level.	E	Application/Interview
Significant experience working at a director level within the charity or not-for-profit sector or personal experience of the Armed Forces Community, either through military service (Regular or Reserve Forces) or as a spouse, partner, or family member of someone who serves or has served.	E	Application/Interview
Skills & Attributes		
Inspirational and authentic leadership style, with the ability to build, develop and motivate high-performing teams.	E	Interview/Assessment /Application
Exceptional communication, influencing and stakeholder management skills, with credibility at Executive and Board level.	E	Interview/Assessment /Application

<p>Strong strategic thinking and commercial acumen, with the ability to translate organisational priorities into practical people solutions.</p>	<p>E</p>	<p>Interview/Assessment /Application</p>
<p>Highly resilient and adaptable, with the ability to lead through ambiguity, complexity and organisational change</p>	<p>E</p>	<p>Interview/Assessment /Application</p>
<p>Strong judgement, decision-making and problem-solving skills, balancing people, operational and organisational considerations.</p>	<p>E</p>	<p>Interview/Assessment /Application</p>
<p>Demonstrable commitment to inclusion, collaboration and fostering a positive organisational culture aligned to RBL's values</p>	<p>E</p>	<p>Interview/Assessment /Application</p>
<p>Our Values</p>		
<p>Stand Together We stand with an ever-evolving Armed Forces community, sharing a life-long commitment to support and comradeship. We share knowledge and build connections. Together with a national network of charities and partners, we ensure life during and after service is filled with purpose and community.</p> <p>Be Respectful We stand with the Armed Forces community, valuing and respecting all experiences with empathy. We put people first, treating everyone with fairness and kindness, acting with integrity.</p> <p>Take Pride We exist to make a positive difference to the Armed Forces community, remembering and honouring service and offering support. We are thoughtful and focus our passion in the right way, taking ownership to ensure every action counts.</p> <p>Embrace Change We look ahead to better understand the needs of those we serve, leading with confidence, expertise, and relevance. Guided by evidence and committed to learning, we are responsive and adaptable, empowered to ensure what we do is meaningful and impactful.</p>		<p>Interview</p>