OXFAM

Starfish

Brief for applicants

People Director – Operations Oxfam GB



November 2026

Welcome

Dear Applicant,

Thank you for your interest in joining Oxfam as People Director – Operations.

Oxfam is a global community of people who believe in a kinder and radically better world, where everyone has the power to thrive not just survive. We believe we can overcome poverty by fighting the injustices and inequalities that fuel it. We occupy a unique place in British life; established in 1942, we opened our first charity shop in 1947.

For more than 80 years, Oxfam has helped shape public conscience and improve lives around the world. Today, we are one of 22 affiliates within the Oxfam confederation, working across 90 countries alongside more than 2,500 partners, allies and communities. In 2024/25 alone, Oxfam GB and our partners supported 21 million people in the fight against poverty, while our humanitarian response reached a further five million people.

The world is facing unprecedented challenges: growing insecurity, deepening political polarisation, rising inequality and shrinking aid budgets. At the same time, Oxfam GB is emerging from a period of significant organisational change. In this context, and in line with our 10-year strategy to fight inequality to end poverty and injustice, we are looking to strengthen our People operations by recruiting a People Director – Operations.

This role is central to the development of a high-performing, customer-focused People function that builds capability across our business partner community, supports managers, empowers employees and strengthens our culture. You will be working with the People Director – Centres of Excellence, to collectively develop and implement the Oxfam GB People & Culture Strategic Plan, feed in to confederation work on the People, Culture & Wellbeing platform, and deputise for the Chief People Officer as needed.

We're seeking candidates who can bring the strategic acumen, focus on operational excellence and collaborative leadership style we need. You will also have a proven ability to lead a diverse portfolio of people activity. While we are open to suitable backgrounds from all sectors, you are most likely to bring experience gained within another charity that has undergone significant cultural change and improvement. A proactive and goal-oriented role model, you will live our organisational values and be deeply committed to our guiding principles while championing a culture of continuous improvement, data-driven decision making and operational excellence.

Wherever you are today, if you believe you can bring the skills, experience and personal qualities this role demands, I very much look forward to hearing from you.

Joyce Idoniboye

Deputy Chief Executive & Chief People Officer, Oxfam GB

About us

Since Oxfam first started in 1942, we've challenged the underlying causes of poverty, while supporting people to cope when disaster strikes. These principles are just as relevant today, and Oxfam continues to deliver what we call the Triple Mandate:

- Responding to emergencies
- Supporting communities towards sustainable development
- Working to address the root causes of poverty and injustice so that fewer people face inequality in the future.

We believe these three areas work together to create lasting change. But inequality is on the rise, and global challenges from climate to conflict to cost of living are reversing progress against extreme poverty. So, the same old approach cannot be the answer.

In 2020, we launched a strategy that sets out how Oxfam GB believes we can best tackle poverty, in the context of these enormous challenges the world faces.

This means we:

- Focus on where we can make the most radical difference: by tackling extreme vulnerability in the toughest places on earth, and challenging the inequalities that drive poverty.
- Invest in equal partnerships with communities and organisations around the world: those with the expertise and experience to drive profound positive change.
- Grow a global network that actively shifts spending and decision-making power to partners in the Global South.
- Bring together people to act in solidarity with and for each other, to help raise vital funds for partners to lead us in this work, and speak out together for a better world.

And how we work is as important as what we do, so through it all is a focus on continuing to become a safe, feminist and anti-racist organisation.

Oxfam GB is a member of the international confederation Oxfam, working together in 77 countries around the world. Oxfam GB is one of the 22 affiliates that make up the Oxfam confederation. We work together to overcome the injustice of poverty. As a confederation, we work together with more than 2,300 partner organisations, as well as allies and communities.

Time and again, we've seen what we can achieve when we stand together with others and speak out against injustice. Let's demand a world that benefits everyone – rising above the lie that there's not enough to go around, acting in empathy with and for each other. Because there is no them, just us.



Our work

We work in some of the most unstable and insecure places, where violent conflict and mass destruction caused by climate breakdown are relentless; often with little or no government support (clean water, healthcare, social protection), people already facing poverty are forced into a situation of extreme vulnerability. An injustice that's underpinned by rising global inequality.

It takes incredible resilience and expertise to know how to cope when lives are uprooted by conflict and extreme weather. No one has more experience than people living this reality every day. So, Oxfam is led by that expertise, by affected communities and the organisations around them.

We'll also always challenge inequality, the underlying cause of poverty, wherever we see it – from social attitudes to government policies. To have the biggest impact, we focus on those where we believe we can make the biggest difference.

Right now, it's:

Inequality in the climate crisis

- The biggest polluters are being allowed to rake in huge profits while people living in poverty are left paying the highest price. This is climate inequality.
- We believe climate justice is possible. The biggest polluters (like the wealthiest countries, big corporations and the super rich) should be taxed to cover the costs for their climate-wrecking behaviour. This will help raise the funds urgently needed to deal with the devastating impacts of the climate crisis.

Inequality in how women's work is seen and valued

- Much of the work women do the world-over is unpaid or low paid. And that's no accident. Entrenched views about women's roles and abilities mean an oppressive amount of their time is spent in low-paid, informal work (like house cleaners and market stall holders) and working hard in the home for no pay at all (like caring for children).
- This work takes time and energy, just like any other work. And it's invaluable to societies and economies. Yet it's taken for granted, ignored and unvalued. We need to shift away from economies rooted in inequality and exploitation, to economies that centre the wellbeing of both people and planet.

Our annual report for 2024/5 highlights some of the impact that Oxfam GB and partners had including:

- 9.21 million people supported to fight poverty and build a radically better world
- 8.05 million people reached through our humanitarian response
- Of this 51% are women and girls



Role description

Role title	People Director – Operations
Division	People & Culture
Team	People – Operations
Reports to	CPO/Deputy CEO
Direct reports	3 Strategic Business Partners ER/IR Shared Services Lead P&C Shared Services Lead MI Analyst
Budget responsibility	Yes

Division Purpose
To provide, inspire and enable efficient, safe, secure, feminist, partner-led and anti-racist operations which facilitate the radical change of our culture, ways of working and confederation transformation to have greater global impact. To ensure the resources entrusted to Oxfam GB are appropriately used and that we work in partnership to provide effective support to our shops, UK locations and country programmes.

Team Purpose
The People & Operations team will work with the Oxfam Great Britain (OGB) teams in our shops, offices and internationally to effectively deliver core people operational services across the charity. You will lead the Strategic Business Partners, Employee & Industrial Relations functions, and the People Shared Services team.

Job Purpose
This role is central to creating a high-performing, customer-focused People function that supports managers, empowers employees, and strengthens our culture. You will bring strategic oversight, operational excellence, and a collaborative leadership style to a diverse portfolio of people activity. Working with the People Director – Centres of Excellence, to collectively develop & implement the OGB People & Culture Strategic Plan, input into confederation work on the People, Culture & Wellbeing platform, and deputise for the Chief People Officer, as needed.

Dimensions Of The Role
- Overall leadership and management of the P&C Operations team and budget.
- Strategic guidance to leadership and trustees on people, culture, and organisational issues.
- Key contributor to the Oxfam People & Culture strategy, co-creation of people strategy for OGB and contributing to the Oxfam confederation people strategy.
- Develop and implement key strategic people metrics to support the charity in making data driven changes and enable a culture of continuous improvement.

Key Responsibilities
Strategic Leadership

- Provide strategic direction for People operations, ensuring alignment with organisational goals and the wider People Strategy.
- Act as a senior advisor to the Executive Team on workforce issues, organisational change, and people related risk.
- Lead the development of policies, frameworks, and operating models that support a consistent, modern, and inclusive employee experience.
- Champion a culture of continuous improvement, data driven decision making, and operational excellence across the People function.

Strategic Business Partnering
- Lead and develop the People BP team to deliver high quality strategic partnering to directors and senior leaders.
- Ensure SBPs are equipped to support organisational change, workforce planning, talent management, and leadership development.
- Strengthen the SBP model so that it is proactive, insight led, and aligned to business needs.

Employee Relations & Industrial Relations

- Provide senior oversight of complex employee relations cases, ensuring fair, timely, and legally compliant outcomes.
- Lead the organisation's approach to industrial relations, including engagement with trade unions, consultation processes, and collective bargaining.
- Ensure ER/IR strategies support positive working relationships, minimise risk, and uphold our values.
- Oversee the development of ER policies, guidance, and training for managers.

People Shared Services

- Lead the People Shared Services team to deliver efficient, accurate, and customer focused transactional services.
- Ensure HR processes are streamlined, well documented, and consistently applied across the organisation.
- Oversee the effective use of HR systems, data, and technology to improve service delivery and reporting.
- Drive improvements in data quality, reporting capability, and self service tools for managers and employees.

People Governance & Risk

- Ensure compliance with employment law, regulatory requirements, and internal governance standards.
- Oversee the management of people related risks, including safeguarding, workforce capacity, and organisational change.
- Provide assurance to the Executive Team and Board through clear reporting, metrics, and risk assessments.

Leadership & Collaboration

- Build strong relationships with leaders, managers, and staff across the organisation.
- Develop a high performing People Operations leadership team with clear accountability and shared purpose.
- Foster a culture of inclusion, respect, and continuous learning within the People function.

Other duties as assigned/required.



Person specification

In your written application please set out evidence of your ability to meet the criteria in Part One. Criteria in Part Two will be explored at interview stage with selected candidates.

Part One
Knowledge and experience
Essential

- Significant senior HR leadership experience gained across HR operations, HRBP management, and employee relations most likely in the charity, public or not-for-profit sectors.
- Strong understanding of employment law, industrial relations, and organisational change.
- Proven ability to lead multi-disciplinary HR teams and deliver high quality operational services.
- Experience of developing and implementing people policies, frameworks, and operating models.
- Experience of leading Shared Services with knowledge of HR technology, digitalisation, and process automation is ideal.
- A minimum qualification of CIPD Level 7 qualification (or equivalent).

Part Two
Skills, abilities and leadership style

- Highly effective communication, influencing, and relationship building skills at executive and board level.
- Strong analytical skills with the ability to use data to drive decisions and improve services.
- Strategic thinker with a hands-on, pragmatic approach to operational delivery.
- Confident, credible, and able to influence at the highest levels.
- Collaborative leadership style; builds trust and empowers teams.
- Calm under pressure, with strong judgement and a solutions focused mindset.
- Committed to equity, diversity, inclusion, and the values of the organisation: inclusiveness, accountability, empowerment, equality, solidarity, and courage.

Please note that, at interview, shortlisted candidates will also be assessed on the following values and organisational attributes:

- Commitment to our feminist principles, and to applying them in your day-to-day behaviour and your work. Be ready to keep learning, with accountability to those who experience oppression as a result of their identities, such as their gender, race/ethnicity, disability, class, or LGBTQIA identity.

- Commitment to undertaking Oxfam's safeguarding training and adhering to relevant policies, to ensure all people who come into Oxfam are as safe as possible.



Terms of appointment

Salary range	Grade A - £63,250 to a max of £83,108 (dependent upon experience).
Hours	36
Location	Oxford and London as necessary with flexibility to work hybrid from home. We believe flexible working is key to building the Oxfam of the future, so we're open to talking through the type of flexible arrangements which might work for you.
Pension	Oxfam will double an employee contribution and pay up to 10%.
Annual leave	27 days.
Additional benefits	Life assurance 1x annual pensionable pay with no partner or dependants, 3x annual salary with partner and/or dependants.

Reference checks
All offers of employment are subject to the successful completion of a 5-year history reference check and appropriate screening, including DBS and Right-to-Work checks. You can find out what this means here.

How to apply

To ensure that you are comfortable and can demonstrate your full potential for this role across all stages of the recruitment process, please get in touch with Szymon at Szymon.Podgorski@starfishsearch.com for an informal chat about the role, or any adjustments that would help you succeed in the process.

To make an application, please go to https://starfishsearch.com/jobs/oxfam-people-director-operations/ and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date for applications: Monday 11th January 2027

Closing date	Monday 11th January 2027
Preliminary interviews with Starfish Search	w/c 18th January 2027
Final Panel interviews	Late January or early February
Appointment ratified by the board	w/c 8th February 2027