



CANDIDATE PACK FOR DIRECTOR OF PEOPLE



WELCOME

Thank you for your interest in joining us as our new Director of People.

The Royal British Legion (RBL) is here to support our Armed Forces community and give everyone a voice as the largest military charity in the UK. Our mission, scale and the values we live by make RBL a special organisation and a fulfilling place to work, as does the support and passion of our some 200,000 members, 110,000 volunteers and network of partners across the UK and beyond. Employing c1,800 people across the country and with c2,500 branches across the UK and overseas, RBL is recognised as the custodian of Remembrance and also runs the annual Poppy Appeal and the UK Team's participation The Invictus Games. In total last year, £124.5m was raised through all fundraising activities to safeguard the welfare, interests and memory of those who are serving, or who have served, in the Armed Forces.

Our staff and our volunteers are at the very heart of the difference we make to so many lives every day.

We are now looking for a strategic Director of People to lead and develop a high performing people function that will help support and realise the ambitions of RBL at a time of transition and change that will ensure we deliver the support our community needs now and in the future.

As a key member of our senior team, you will work in partnership with me and the wider Executive Team to implement our people strategy and help co-create our new strategy that will underpin our new strategy with the appointment of our new Director General in the coming months.

Already operating at a senior level and as an HR professional, you will be an inclusive leader who will play an influential role in shaping RBL as a modern organisation that values its heritage, leading teams to support new ways of working, new mindsets and new behaviours and developing our use of data to inform the decisions we make and the approach we take to people and culture. An experienced manager, you will bring the breadth of experience to develop and lead a high performing people team encompassing business partnering, systems, data development and process improvement, HR Policy Development and Pay and Reward. You will be a natural relationship builder and clear communicator, with experience of operating in a complex, multi-site environment and the skills and abilities to keep pace on progress and bring people with you.

RBL is committed to creating a diverse and inclusive organisation, reflecting the diversity of the Armed Forces community and of wider society. We welcome and encourage applications from people of all backgrounds.

If you believe you bring the skills we are looking for and are motivated by the impact of our work, I hope you will read on to find out more.

Karen Gill
Executive Director of People & OD



ABOUT US

The Royal British Legion is at the heart of a national network that supports our Armed Forces community.

We're here through thick and thin – ensuring their unique contribution is never forgotten. We've been here since 1921 and we'll be here as long as they need us.

We are the country's largest Armed Forces charity, with 180,000 members, 110,000 volunteers and a network of partners and charities; helping us give support wherever and whenever it's needed.

We provide lifelong support to serving and ex-serving personnel and their families.

Our support starts after one day of service and continues through life, long after service is over.

From providing [expert advice and guidance](#), to [recovery and rehabilitation](#), through to transitioning to civilian life – we can be by their side every step of the way. And it's not just members of the Armed Forces but their families too.

If there is ever a reason we can't help, our vast network will mean that we know someone who can.

RBL works with politicians and officials at all levels to represent the interests of the Armed Forces community.

Through our [research and campaigning](#), we challenge myths about serving and ex-serving personnel.

Our [manifestos](#) outline key actions we think the government should take to improve the health, finances and wellbeing of the Armed Forces, veterans and their families.

Every year we lead the nation in commemorating and honouring those who have served and sacrificed.

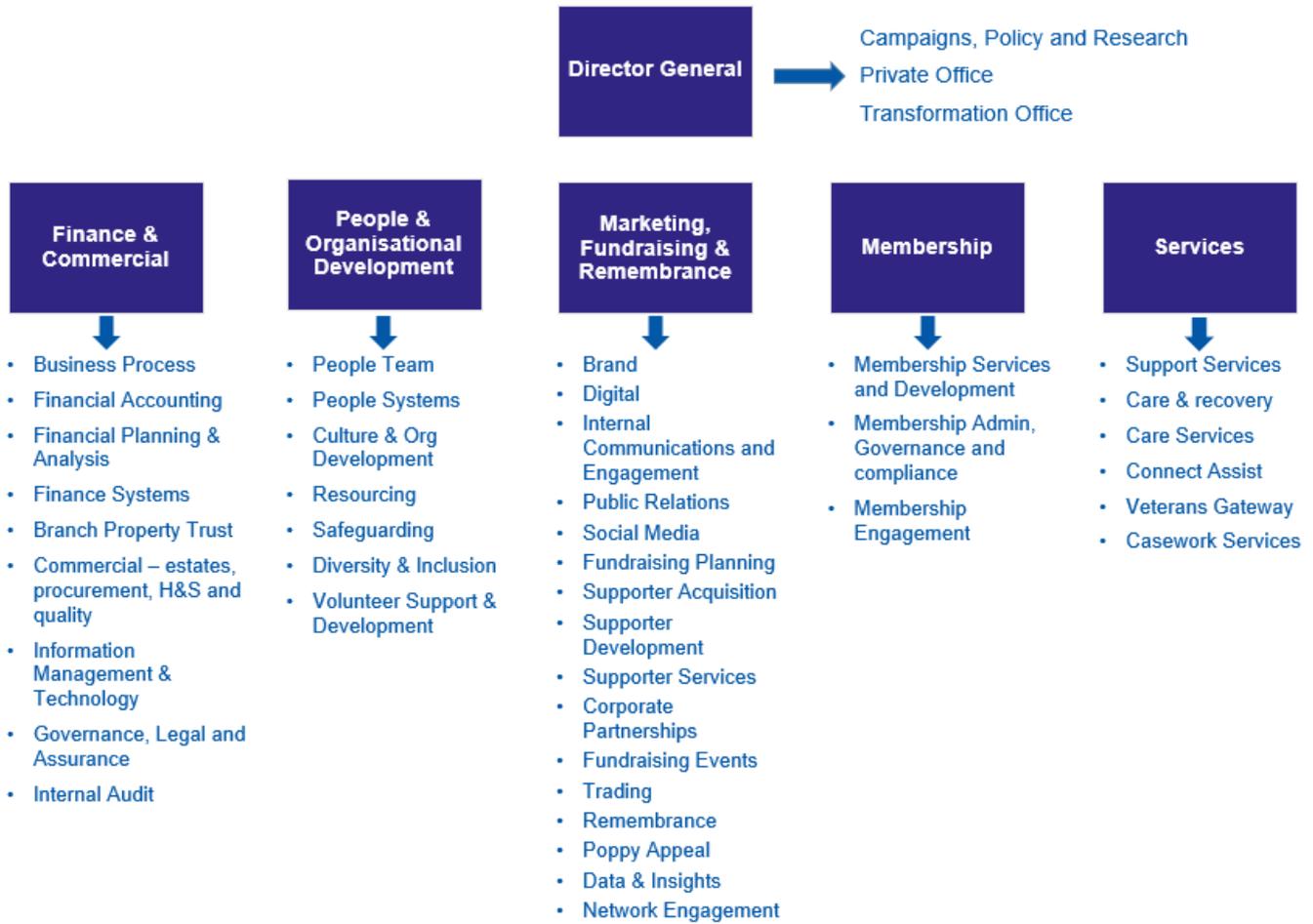
We remember those who lost their lives on active service in all conflicts; from the beginning of the First World War right up to the present day, as well as all those who have served and their families.

Every year in November, we distribute our paper poppies to raise vital funds to help today's Armed Forces community. And it wouldn't be possible without our incredible supporters.

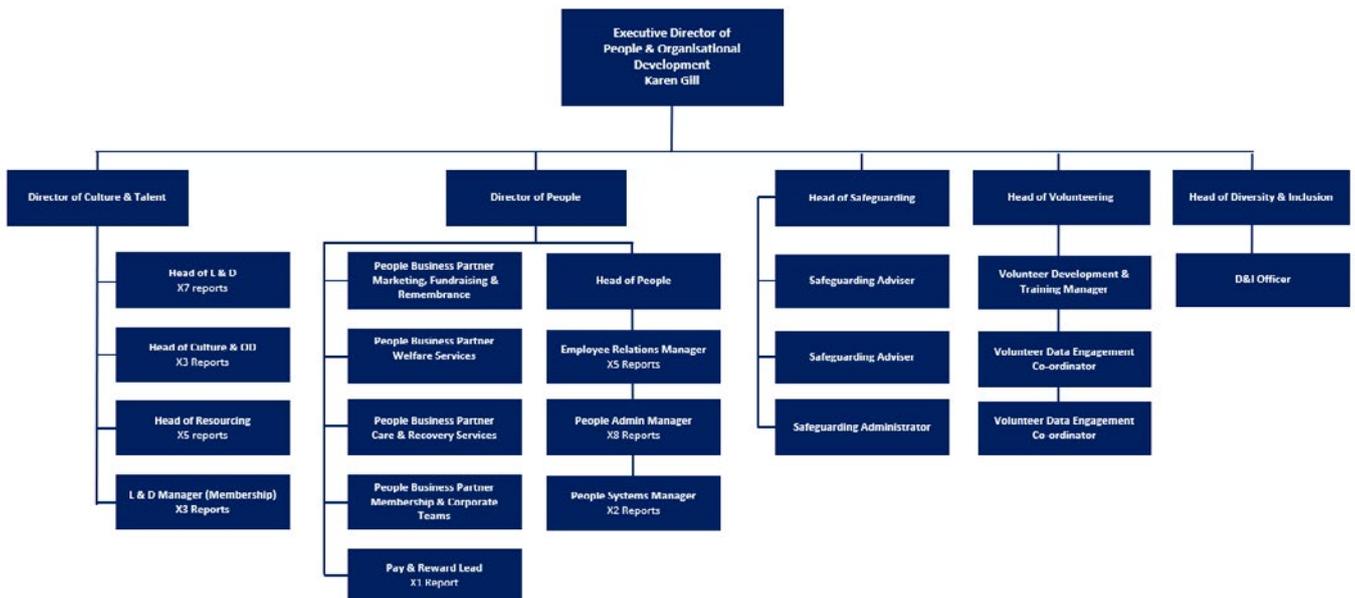
For more information on the Royal British Legion, please click here: [Who We Are | Armed Forces Charity | Royal British Legion](#)



ORG STRUCTURE



POD STRUCTURE



ROLE DESCRIPTION

Job title:	Director of People
Reports to:	Executive Director: People & OD
Direct Reports:	Head of People; Pay and Benefit Team; People Business Partners (x 4)
Main Stakeholders:	Executive Team, Director of Culture & Talent, Directors

ROLE PURPOSE

To work in partnership with the Executive Team and the Director of Culture & Talent on the joint co-creation, implementation and management of the People strategy which defines the RBL's proposition.

To lead an efficient People function which is effective, legally compliant and continually seeking to improve delivery standards.

To drive the gathering and analysis of people data across the People Directorate, and more broadly, which provides data ownership, process development and insightful data reporting which informs and supports the RBL's strategic planning and operational management.

To drive forward a culture of customer excellence, developing a forward-thinking approach to support the strategic intent of RBL through the People Business Partner model.

MAIN RESPONSIBILITIES

- Work in collaboration with the Executive team, the Directorate SLT and wider leadership team to develop, and implement the RBL's People Strategy.
- Accountable for providing strategic context and direction for the People Team.
- Contribute to the planning framework for the Directorate ensuring the Directorate's strategic goals are developed into objectives, plans and deliverables. These are cascaded to create the 'Golden Thread' from the One Legion Strategy.
- As a key member of the Directorate of People and OD SLT, champion and implement people practices and strategy across RBL that draw on best practice and best fit across the organisation and act as a voice of influence for people matters across RBL's leadership population.
- Develop and deliver impactful and creative People initiatives, which align to our desired culture, plans and projects for discussion, scoping and sign off through the POD SLT, Executive Team including key stakeholder groups and where appropriate the Board of Trustees.
- Act as the Senior Business Partner to the Executive Directors, providing oversight of strategic ambition and intent, potential capacity/capability issues and ensuring line of sight of ambition v operational delivery are maintained.
- Maintain and develop the Business Partner operating model, ensuring consistency and efficiency of approach, provide coaching and advice, CPD and learning opportunities and ensuring collaborative working is maximised across the team, the Directorate and RBL.
- Be accountable for overseeing the development and maintenance of all core people data, which includes all data processes, data transfer between systems, data extraction, manipulation and reporting. This will require working in conjunction with the POD SLT, and other functional Heads to understand the various systems and possibilities of data gathering and insight.
- Ensure a best practice approach to data management and continuous improvement approach to people processes and systems.
- Responsible for overseeing the production of meaningful, joined up, regular and insightful people data from across the Directorate. Acts as the senior 'owner' of data, promotes the use of data and champions evidence-based decision making.
- In collaboration with the Head of Diversity and Inclusion, provide oversight & support to the development and implementation of RBL's Diversity and Inclusion Strategy.

- Oversee the development and implementation of the RBL's Reward and Benefits framework so that is understood and transparent, supports the RBL's culture and values and is appropriate to its financial goals.
- Regularly review the pay framework to ensure it is fit for purpose, benefits are competitive and the recruitment and retention of staff is monitored in tandem to provide any insights and trends that we need to respond to.
- Accountable for all people policies, procedures and associated guidance. Actively positions policies with RBL culture and language protocols in mind, working in partnership with Internal Communications to ensure information cascade and positive engagement.
- Accountable for the delivery of a proactive and responsible Employee relations function that is up to date with relevant Employment Legislation. Sets and reviews standards for strong caseworking and promote early resolution mindset.
- Oversees the delivery of a strong people administration function that is both efficient and regularly evaluating its performance to ensure a great customer experience.
- Facilitate and provide timely, high-quality data to Executive Board workforce panel (EBWP) to assist with organisational decisions about our structures, additional roles and to track/monitor headcount vs strategic priorities and service delivery requirements.
- Co-facilitate with the Director of Culture & Talent the legion's Employee Voice Group (EV) to engage employees through communication, consultation, enabling staff to have a voice and to contribute to the culture and success of our organisation.
- Role model inclusive behaviours and actively contribute to achieving the organisation's Equality, Diversity, and Inclusion (EDI) objectives, ensuring that this remains front of mind in all decisions made across the Directorate.

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 (Service; Collaboration; Passion; Excellence; Valuing our People) 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

KNOWLEDGE AND EXPERIENCE

- Extensive experience of providing inclusive leadership, leading teams through change and translating change to strategic goals
- Experience of leading and collaborating with the following functions, across a complex/multisite environment:
 - People Business Partnering
 - HRIS systems,
 - Data development, Data Insights and process improvement
 - HR Policy Development
 - Pay & Reward
- Experience of driving a change in new ways of working, new mindsets and new behaviours.
- Experience and evidence of driving continuous improvement through maximising systems and redefining processes. Demonstrates a clear understanding and experience of exploiting HRIS systems, data structures and data into insights to drive business performance and strategic decisions.
- Extensive experience of leading and managing teams through change with evidence of successful outcomes
- Extensive knowledge of UK employment legislation and evidence of applying this with a pragmatic and culture led approach.

QUALIFICATIONS

Minimum CIPD Level 7 or equivalent

SKILLS AND ATTRIBUTES

- **Planning and organising:** Leads business and operational planning, organising, prioritising, and overseeing activities in own area to deliver business objectives.
- **Performance Management:** Enables, supports, and coaches team members to deliver results in line with RBL strategy.
- **Managing Upwards:** Keeps the organisation informed of developments, communicating proportionately with senior leaders, and ensuring there are no surprises.
- **Organisation design and Development:** Ensures RBL develops and maintains the culture, values, and design it needs to reach its objectives
- **Verbal Communication:** Uses clear and effective verbal communication to express ideas, request actions and formulate plans.
- **Builds Networks:** Creates, maintains, and develops networks across and outside the organisation, to break down silos and enable consistent delivery of strategy.
- **Adaptive Mindset:** Balances application of expertise around tried-and-tested methods with innovation and flexibility, as circumstances require.
- **Customer-driven performance:** Develops a comprehensive understanding of customer needs and delivering against it.
- **Financial Management:** Effectively manages budgets and analysis financial information to enable efficient and effective use of resource and financial planning.

STYLES AND BEHAVIOURS

- **Cultural Alignment and Customer Focused:** Champion and live RBL's vision, values and culture; building strong customer relationships and delivering customer-centric solutions
- **Drives Results and Manages Ambiguity:** Consistently achieving results, even under tough circumstances; operating effectively, even when things are not certain, or the way forward is not clear
- **Manages Conflict:** Handling conflict situations effectively, with a minimum of noise
- **Builds Effective Teams and Manages Conflict:** Building teams with a clear sense of purpose, who apply their diverse skills and perspectives to achieve common goals. Handling conflict situations effectively, with a minimum of noise
- **Action Orientated and Planning & Alignment:** Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm, making good and timely decisions that keep RBL moving forward and planning and prioritising work to meet commitments aligned with RBL goals

During the selection process, we will also use values-based competency assessment to understand your alignment with RBL's values.

Service	We support and serve. We are compassionate. We provide great customer care to all the people who come into contact with us. We are accountable and act with integrity
Collaboration	We value working together and with partners to achieve shared goals. Through strong communication and support, we build trust with each other and treat everyone with respect and honesty
Passion	We are passionate about our role and contribution. With a positive outlook we are resilient and committed to our work
Excellence	We strive to be the best we can. We are effective and efficient. We are bold. We are open to new ideas and approaches, challenge each constructively and are willing to learn.
Valuing our People	We support, encourage and provide opportunities for all our people – ensuring we recognise and value everyone's contribution

DIVERSITY, EQUALITY AND INCLUSION

We are committed to building a truly inclusive organisation and launched our first charity-wide D&I Action Plan in 2022 with a clear set of DE&I commitments, supported at every level of our organisation, to help us realise this ambition.

DE&I is integral to all we do here at RBL and we are driving forward to make sure that diversity and inclusion becomes part of our everyday. We want to support everyone to contribute their best, no matter their background or personal characteristics, as we know we get the best out of our people when they all feel included, respected, and treated fairly. We welcome applications from people of all backgrounds and identities.

As a Disability Confident employer, we have a Guaranteed Interview Scheme for those who declare a disability and meet the Essential criteria for the role. As an Armed Forces Covenant Gold Award Holder, we also have a Guaranteed Interview Scheme for applicants from the Armed Forces community who meet the Essential criteria.

TERMS OF APPOINTMENT

SALARY

The salary for this role is £80,727 – £89,202 per annum on a full-time permanent basis, inclusive of £4,452 London Supplement

LOCATION

You will be contracted to our Haig House Hub. Under our Future Working framework, there will be some flexibility for working remotely/at home, using our collaboration tools to work with colleagues but with a minimum expectation of two days/week connecting directly face-to-face with colleagues at the hub.

PENSION

Contributory pension scheme – 2x matched employer contributions up to 5% employee / 10% employer increasing to 7%/14% after 5 years

ANNUAL LEAVE

28 day's paid holiday per year (plus bank holidays), increasing to 29 days after 2 years and 30 days after 5 years, plus the ability to buy up to 1 working week of additional leave

ADDITIONAL BENEFITS INCLUDING

- Private healthcare
- Health Screening
- Sick pay, maternity and paternity pay above statutory minimums
- Death-in-service Life Assurance, with a benefit of 3x annual salary
- Interest free Season Ticket and Rental Deposit Loan Schemes / Cycle to Work Scheme
- Access to Free Will Writing service through our Legacy Team
- Employee Assistance Programme: provides confidential counselling, financial, legal advice
- Training: Choice of free training and development courses
- Wellbeing Hub: Internal information available
- Opportunities to Volunteer
- Poppy Shop: 15% discount on Poppy Shop purchases



HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment, please contact katy.giddens@starfishsearch.com or hilary.clifford@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/rbl-dir-people/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also 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	Monday 30th October
Preliminary interviews with Starfish Search	End of w/c 6th November and early w/c 13th November
Final Panel interviews and informal stakeholder session with members of the People team at RBL	w/c 27th November

