



**Air Commodore Paul E O'Neill**  
RAF, Head of Defence  
People Strategy, Ministry of Defence,  
United Kingdom

**Panel B2**

**Human Resources – backbone of armed forces**

Wednesday, 28<sup>th</sup> November 2018, 11:45 – 13:15h

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Air Commodore O'Neill joined the Royal Air Force as a Personnel Officer in March 1992, having spent 5 years in Human Resources in the financial services and information technology industries.

His Service appointments cover a wide range of Human Resources and Training roles, including: personnel delivery, personnel policy, military discipline, instructional duties, Human Resources business analyst and personnel strategy. He Commanded the Defence School of Personnel Administration and was the Assistant Head of Defence Strategy in the Ministry of Defence during the UK's Strategic Defence and Security Review in 2015. He has undertaken operational tours in: Afghanistan, Iraq, Northern Ireland, Oman and Turkey.

A graduate of the Advanced Command and Staff College, he has also undertaken Chief of the Air Staff Fellowships at the Universities of Cambridge and Oxford. He is an academic visitor on the Changing Character of War Programme at the University of Oxford and a visiting professor in the Department of Business, Law and Sport at the University of Winchester.