

shaw trust



**Director
of
Talent**



Welcome

Dear Applicant

Thank you for your interest in becoming our first Director of Talent. In this brand new role, you will spearhead our efforts to understand, value and deploy the extraordinary range of skills and backgrounds already working in our organisation.

You will be playing a pivotal role in ensuring Shaw Trust remains a values-driven organisation that invests in its people, removes barriers to opportunity, and builds a skilled, supported, and empowered workforce. Through strategic leadership in talent, learning and inclusion, this role will ensure Shaw Trust colleagues truly have the capability and confidence needed to deliver life changing outcomes for the people and communities we serve.

As a senior leader within the People Directorate, you will be championing a culture of continuous learning, high performance and inclusion, ensuring colleagues have the skills, support, and pathways they need to thrive. The role is also instrumental in ensuring that Shaw Trust remains a fully diverse and representative organisation, with no artificial barriers or ceilings to advancement—whatever a person's background.

This is a broad role, encompassing a range of different aspects of talent and workforce development, and which has a bearing on Shaw Trust's culture and values. The Director of Talent will also be de facto deputy to the Chief People Officer; as part of this, you will carry influence across our organisation, establishing and strengthening the coaching and mentoring culture we need.

We're looking for an exceptional leader who shares our sense of purpose and can bring a breadth of professional expertise to the role. A credible track record in another senior leadership role within Talent, Learning & Development, Organisational Development or Workforce Planning will be essential. Whichever area of specialism you join us from, you will have earned considerable success in designing and delivering large-scale talent development strategies in other complex, multi-service organisations.

We are also looking for extensive experience of implementing, optimising or overseeing Learning Management Systems (LMS) and digital learning ecosystems, as well as a robust background of designing career pathways, leadership programmes and capability frameworks linked to organisational strategy.

This is a brilliant time to be joining Shaw Trust; this role is critical to the next stage of our journey. If you believe you have the vision, experience and commitment needed to deliver a step change, I look forward to hearing from you.

Mark Earl
Chief People Officer



About Shaw Trust

Vision

A future where good, meaningful, rewarding, purposeful and dignified employment is accessible to all in society irrespective of life circumstances.

Mission

To help individuals facing barriers to work and social inclusion to achieve their full potential. To multiply our social impact by delivering innovative system-change partnerships and programmes.

About Us

At Shaw Trust, we're determined to help everyone build a foundation for life and find work they can be proud of. We believe that meaningful work can give people a sense of purpose. But we also know that for some of us, it can often feel out of reach.

That's why we're going above and beyond to help people realise their potential. That's why we accept the risks and challenges other organisations won't, to help those who face the biggest disadvantages.

We don't just see people for who they are, we see them for who they want to be. And we never turn anyone away based on who they are or where they come from.

Our organisation is full of caring, passionate people working together to be there for people of all ages. Whether they're just beginning school, about to start work, or seeking support later in life, we're here to help.

We spend every day listening to thousands of people's stories and understanding their hopes and needs. That's how we know there's no one size fits all approach. Our help is personal. Which is why we don't just focus on the job at the end of it all, but on education, care and wellbeing.

Our efforts don't stop there. We work with commissioners, employers and other partners to find better solutions. We strengthen communities by removing barriers to education and employment. And we fight for equality, opportunity and inclusion.

We are different. We don't have to answer to shareholders, so our profits can be invested back into the people and communities we support, giving us greater impact and a lasting legacy. Our purpose is at the heart of everything we do.

We've come a long way since we started in 1982. But our values have stayed the same. We now face new challenges. The inequality gap has grown bigger, and employment as we know it has completely changed. So our work is more important now than ever before.

We are Shaw Trust, and we won't stop until every single person has the best possible chance in life.

Find out more

You can read more about us at <https://shawtrust.org.uk/> and about our impact at <https://shawtrust.org.uk/impact/>



Job Description

Job Title Director of Talent
Reports to Chief People Officer

Purpose

The Director of Talent plays a pivotal strategic role in shaping Shaw Trust's future workforce. This role support the CPO with providing the vision, strategy, development, planning, and execution of talent initiatives that build a resilient, agile, future ready and empowered workforce equipped to respond to emerging challenges and opportunities. As a senior leader within the People Directorate, the Director of Talent champions a culture of continuous learning, high performance, and inclusion, ensuring colleagues have the skills, support, and pathways to thrive. The role is instrumental in ensuring that Shaw Trust remains a fully diverse and representative organisation, with no artificial barriers or ceilings to advancement—whatever a person's background. The Director of Talent will de facto be the deputy to the Chief People Officer.



Main Duties and Responsibilities Talent

Development & Workforce Capability

- Lead the design and execution of a long term talent strategy that cultivates enterprise wide leadership alignment while strengthening organisational agility, adaptability, and workforce resilience.
- Ensure robust supersession and succession planning occurs across the organisation and cultivate a culture where succession planning is embedded as a core leadership responsibility.
- Develop and oversee training initiatives that upskill colleagues, strengthen leadership capability, and align with Shaw Trust's strategic goals.
- Create and embed structured career pathways, ensuring transparent progression routes that empower colleagues at all levels and support internal mobility.
- Build reward and recognition mechanisms that support the identification and development of high-potential talent.
- Develop, oversee and ensure that the diversity of the organisation reflects the society we serve and is reflected through all levels of the organisation.
- Align talent strategies with organisational goals, including workforce planning, employer branding, and talent pipelining.
- Establish metrics to measure talent pipeline effectiveness.

Learning & Development Leadership

- Take accountability for a fit-for-purpose Learning Management System (LMS), ensuring it delivers excellent user experience, reliable reporting, and scalable learning solutions.
- Monitor and analyse sector-wide learning trends, internal capability needs, and emerging skills requirements.
- Evaluate the return on investment (ROI) and effectiveness of learning programmes; provide regular insights and performance reports to the Chief People Officer and Executive Leadership Team.
- Foster a strong coaching and mentoring culture, enabling leaders and managers to develop talent effectively.

Employee Engagement & Retention

- Design and deliver employee engagement programmes that enhance colleague satisfaction, motivation, and retention.
- Collaborate with senior leaders to embed an inclusive, values-led culture that attracts and retains exceptional talent.
- Implement modern engagement practices—peer learning, communities of practice, mentoring networks—to deepen colleague connection to Shaw Trust.

Strategic Workforce Development

- Partner with the Chief People Officer to identify workforce skills gaps and future capability needs across the organisation.
- Drive investment in learning and development pathways that prepare colleagues for new ways of working, emerging technologies, and sector opportunities.
- Ensure alignment between talent strategies and organisational priorities, including DE&I, capability building, and service excellence.

Diversity, Equity & Inclusion Leadership

- Act as a senior champion for diversity, equity, and inclusion across all talent and learning strategies.
- Ensure Shaw Trust's workforce is fully diverse and representative, reflecting the communities we serve.
- Actively remove systemic and structural barriers to progression, ensuring no artificial ceilings or limitations exist for colleagues—regardless of background, identity, or lived experience.
- Embed inclusive design principles in all learning, talent development, recruitment, and progression frameworks.
- Work closely with DE&I leads, colleague networks, and senior stakeholders to ensure talent initiatives support equitable opportunity and inclusive culture.

Leadership & Culture

- Act as a senior cultural ambassador, modelling Shaw Trust's values and championing a supportive, empowered environment.
- Provide expert leadership to talent and learning teams, promoting innovation, continuous improvement, and evidence-based decision-making.
- Build strong partnerships with internal and external stakeholders to enhance Shaw Trust's reputation as a destination employer.

General

- To undertake any further training as identified in the Shaw Trust review procedures.
- Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures.
- Employees must comply with the provisions of 'The Health and Safety at Work Act 1974' and must take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts of omissions whilst at work. Employees are also required to co-operate with their employer to enable them to perform or comply with any statutory provisions. The Trust's efforts to promote a safe and healthy working environment can only succeed with the full co-operation of its employees.
- To understand, comply with and promote Shaw Trust's safeguarding policy and procedures. It is the responsibility of all employees to make the working environment safe and secure for all. Everyone must adhere to the 5 Rs in relation to possible abuse: Recognition, Response, Reporting, Recording and Referral. The Trust can only ensure its dedication to the protection of vulnerable people with the full cooperation of its employees.
- The Trust has a Diversity and Inclusion Policy, and it is the responsibility of all colleagues to comply with this. The key responsibilities for colleagues under this Policy are set out in the Trust Code of Conduct.
- To maintain the confidentiality about participant, colleagues and other Trust business. The work is of a confidential nature and information gained must not be communicated to other persons except in the recognised course of duty. The post holder must meet the requirements of the Data Protection Act at all times.
- Be aware of, promote and implement Shaw Trust's Quality and Information Security Management Systems.
- To report to Line manager, or other appropriate person, in the event of awareness of bad practice.
- Recycle and manage energy within your environment.

This job description is intended to provide a broad outline of the main duties and responsibilities only. The post holder will need to be flexible in developing the role in conjunction with the line manager. The post holder may be asked to carry out any other delegated duty or task that is in line with their post.



Person Specification

Part One

Experience and qualifications

- Senior leadership experience, including influencing organisational culture and leading high-performing teams. This will be underpinned by degree-level education or equivalent professional experience in Human Resources, Organisational Development, Learning & Development, or a related field (CIPD Level 7, Chartered CIPD status, or equivalent senior HR/Talent qualification is desirable but not essential).
- A proven track record gained in another senior leadership role within Talent, Learning & Development, Organisational Development or Workforce Planning is essential, with demonstrable success in designing and delivering large-scale talent development strategies in other complex, multi-service organisations.
- Extensive experience of implementing, optimising, or overseeing a Learning Management System (LMS) and digital learning ecosystems.
- Strong background in designing career pathways, leadership programmes, and capability frameworks linked to organisational strategy; this will ideally include experience of establishing or strengthening coaching and mentoring cultures.
- History of analysing learning data, evaluating ROI, reporting on trends, and producing insight-driven recommendations for executive teams.
- Strong experience of leading employee engagement and retention initiatives that create measurable improvements in culture and colleague experience, and of continuous professional development in talent management, leadership development, or workforce capability.
- Certification in coaching, mentoring, or leadership development methodologies is desirable but not essential.
- Experience managing external partners, suppliers, or learning/content providers is desirable but not essential.

Part Two

Knowledge and skills

- Expert understanding of modern learning and talent development practices, including digital learning, capability frameworks, and organisational agility.
- Knowledge of emerging workforce trends, future skills need, and innovative approaches to developing an agile and empowered workforce.
- Strong strategic planning skills with the ability to translate organisational goals into meaningful talent solutions.
- Highly analytical mindset with the ability to interpret complex data, measure training effectiveness, and inform decision-making.
- Excellent communication and influencing skills, with the ability to engage senior leaders, build credibility, and shape cultural change.
- Ability to identify, nurture, and develop talent at all levels, particularly high-potential colleagues and future leaders.
- Strong stakeholder management, partnership-building, and cross-functional collaboration skills.
- Skilled at designing initiatives that enhance inclusion, engagement, and colleague experience.
- Understanding of reward and recognition frameworks linked to talent development is desirable but not essential.
- Knowledge of behavioural science or adult learning theory is desirable but not essential.

Person Specification

Part Three

Values, behaviours and leadership competencies

- Sharp strategic thinker with the ability to anticipate future organisational needs and lead workforce capability planning.
- Skilled in leading change and embedding new ways of working across large or complex organisations.
- Ability to inspire, motivate, and develop high-performing teams, fostering a culture of empowerment and accountability.
- Strong decision-making skills with the ability to balance data-driven insight with people centred leadership
- Demonstrates a deep commitment to Shaw Trust's mission, values, and social purpose.
- Role models inclusive leadership, creating environments where every colleague feels valued, supported, and empowered.
- Proactive, forward-thinking, and innovative, with a growth mindset and commitment to continuous improvement.
- Courageous and confident in challenging assumptions, introducing new approaches, and leading cultural transformation.
- Collaborative leadership style, fostering trust, openness, and connection across diverse teams and stakeholders.
- High levels of integrity, discretion, and professional judgement.

Note on Safeguarding

- You must be able to evidence experience, understanding, and commitment to the protection and safeguarding of young people and vulnerable adults.
- This post requires a DBS check at Basic Level.

Terms of Appointment

Remuneration

This role attracts a basic salary of £100,000 per annum.

Location

The role is home based with UK-wide travel.

Employee benefits

Shaw Trust offers generous benefits listed below:

- 25 days annual leave (plus Bank Holidays), increasing to 26 days after 3 years, 27 days after 4 years and 28 days after 5 years' service
- 2 paid days volunteering leave
- Discretionary paid Christmas leave 3.5 days
- Option to purchase up to 1 weeks additional leave
- Enhanced maternity, adoption, shared parental pay after 2 years' service; this is 14 weeks full pay and further 4 weeks half pay plus statutory entitlements
- Two weeks of paternity leave with full pay
- Enhanced pension (our provider is Aviva) after 6 months service, single matched contributions up to 6% of your basic pay (eg 6% employee, 6% employer, total contribution 12%). Our pension is salary sacrifice
 - Life assurance at 3 x annual salary
 - Healthcare cash plan for employee and up to 4 dependants (under the age of 18, or under 24 if in full time education) to claim back all or some of the cost of everyday healthcare expenses including dental and optical treatments
 - Employee Assistance Programme (free and confidential support on a range of matters, and includes up to 8 structured telephone counselling sessions for employee, partner and certain dependants)
 - Workplace savings via Cushon
 - Shopping discounts and other savings (eg cinema discounts) via Vivup
 - Gym discounts via Get Active with Aviva
 - 30% off Microsoft Home
 - Opportunities to connect with our employee diversity networks (LGBTQ+ Support Network, Racial Equality Network, Disability Equality Network, Women's Network, MANaging Network)

How to apply

To make an application, please go to [we will insert the Starfish link] and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information
- a short covering letter that sets out your motivation and responds directly to Part One of the Person Specification
- please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.

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.

Deadline for applications is **Friday 24th April 2026**.

Recruitment timetable

Closing date:	Friday 24 th April 2026
Preliminary interviews:	Early-mid May 2026
Final Panel interviews:	Late May 2026

