

# Unlocked

# INFORMATION PACK

**Recruitment & Marketing  
Director  
September 2022**

## Dear applicant,

Thank you for your interest in Unlocked Graduates, and the role of Recruitment and Marketing Director.

Despite being relatively young in our development, our charity has already achieved amazing outcomes. We always aspire to be exceptionally high-performing because the work we do is both extremely challenging and massively urgent, and we care passionately about it. We aspire to have deep impact on the landings of individual prisons, but also breadth of impact through the whole sector, and the system at large.

The Recruitment and Marketing Directorate is central to this work.

Since our first cohort started in 2017, we have successfully recruited, trained and placed six cohorts of over 600 high-potential graduates into prisons as prison officers across the country. The prison officer job has been put on the map as a career where the best people can develop extraordinary leadership skills whilst making a real difference. We are listed in the Times Top 100 Graduate opportunities and feedback on our participants has been extremely positive: they are doing a great job.

At the heart of this is a two-year scheme which first recruits and then places high-performing graduates to lead change in prisons as prison officers. Participants work with prisoners to support them to stop reoffending whilst studying for a Master's degree which helps them to understand systemic solutions to improve our criminal justice system. Our organisation draws on the evidence that relationships between prison officers and prisoners can be transformational, and by having the best people in this role, prisons can become a place where cycles of reoffending can be broken.

We are ambitious about the impact we can have, despite an uncertain and challenging graduate recruitment market. We want to increase brand awareness as well as appeal with potential recruits and their stakeholders, and in doing so attract more of the best people. We want to reduce our renege rate and help offer-holders to successfully navigate a rigorous onboarding process managed by third parties. We also want to continue grow our cohorts without compromising on quality and diversity.

We need to do more work in the prisons we are in, and also work with more prisoners across more prisons. Furthermore, now we have a growing group of alumni we will invest more in supporting those who have completed our leadership development programme into positions where they will best be able to maximise their impact on breaking cycles of reoffending.

If you want to be part of a transformational organisation, and this particular role sounds like it offers a challenge you are excited to deliver, then please do apply!



Natasha Porter  
CEO Unlocked Graduates

## JOB TITLE: KEY FACTS

Reports to	CEO
Manages	Recruitment & Marketing Director
Location	HQ (London)
Salary	£65K - £75K
Start date	January 3 <sup>rd</sup> 2023
Closing date for applications	9AM, October 24 <sup>th</sup>

## THE ROLE

We are looking for an incredible Recruitment and Marketing Director to join the Senior Leadership Team (SLT) at Unlocked Graduates and take ownership of our recruitment and marketing strategy for participants on the programme. This is a vital role for our mission, and is a brilliant opportunity to make a real difference and lead a very exciting area of work.

The directorate involves overseeing the attraction, selection and onboarding of outstanding leaders onto our graduate programme. Within this sits responsibility for our brand with potential applicants and their influencers. In practice this means overseeing all marketing and communications to our target audience, as well as managing external agencies whilst leading the recruitment processes.

## KEY ACCOUNTABILITIES

### Brand and attraction

- Shape and develop the annual attraction strategy for the core recruitment campaign which delivers enough high-quality diverse applicants to the programme.
- Develop and maintain an award-winning brand, including representation in the Times Top 100 and Guardian 300 top graduate scheme lists.
- Lead on the design of content and marketing strategy, holding responsibility for our brand appeal and visibility, ensuring campus and outreach activity is organised across the season to drive applications and build brand awareness.
- Plan targets and pipeline management for both short and long-term objectives, and ensure we deliver on these targets.
- Support the Marketing and Communications Manager to build our agency relationships and implement the core marketing strategy. Lead our digital marketing and how this connects with the broader attraction activity.

- Maintain relationships with the wider early-careers sector and conduct market research to keep up to date with market trends on attraction and outreach strategies.
- Consistently evaluate and analyse data to identify risks and address any challenges, reporting to the Board on progress towards KPIs.
- Allocate budget and resource appropriately to activities to ensure good return on investment.

## Selection and processes

- Find and retain enough high-quality diverse applicants to fill the cohort.
- Build and maintain a fair and consistent selection process that is considered best practice and is aligned with civil service principles.
- Onboard participants, liaising with HMPPS, the Ministry of Justice and other third parties to ensure participants are supported to navigate a large range of requirements.
- Retain a high proportion of offerees between when we give them the offer and when they start Summer Institute, looking for ways to minimise the renege rate.
- Induct participants into the prison sector as well as the mission of Unlocked, ensuring they are passionate and committed to the work they are going to undertake as employees of HMPPS.
- Oversee the candidate journey framework and management.
- Ensure that systems and processes are robust and streamlined to manage candidates.
- Work alongside the Data and Impact function to build systems for data analysis and evaluation, using this data to address any challenges in the process.

## Other

- Liaise with HMPPS to meet core contract KPIs and ensure systems are in place to effectively onboard candidates to the programme.
- Liaise with Programme team to effectively place graduates, representing preferences where possible. Lead the process for allocation and placement of graduates to prisons across the country.
- Provide leadership and guidance to the Recruitment & Marketing team.
- Provide an expert voice to SLT on recruitment and marketing and contribute to the broader aims and development of the organisation.

## PERSON SPECIFICATION

### Mission alignment

- Care intensely about what Unlocked is trying to achieve
- Be excited to relentlessly maximise our impact, making difficult decisions where necessary and taking the right decision above what is popular
- Embody an organisation-wide culture of using data to improve insights and performance
- Be keen to challenge orthodoxies in order to deliver a more effective and efficient model, always refusing to accept unnecessary bureaucracies
- Believe every problem can be solved, bounce back quickly from setbacks and use them as opportunities to learn
- Hold yourself and others to account, always remaining open to learn from others
- Show the tenacity to manage challenging offer conversion and onboarding processes through third parties

### Experience

- Proven ability to lead and work across a high performing organisation, and consistently achieved and exceeded targets
- Expert knowledge on early careers recruitment, industry networks and the ability to maintain these to the benefit of Unlocked in the current market environment
- Knowledge of Salesforce would be useful
- Knowledge of designing assessment processes which require testing a range of competencies
- Experience of supporting the development and implementation of a high volume recruitment strategy
- Evidence of successful line management, training and delegating to a team and monitoring individual performance

### Characteristics and skills

- Ability to build highly motivated teams that deliver excellently.
- Excellent written and verbal communication skills.
- A high level of interpersonal skills with the ability to manage external stakeholders
- Detail focused, highly flexible, well-organised, evidence-led and analytical.
- Highly motivated to maximise impact, at an individual and organisational level

### Other

- Right to work in the UK.

## Diversity and inclusion

The communities that we exist to serve are diverse, and to thrive in our work towards our mission, we must be too. We believe that diversity simply makes for a stronger team. We therefore aim to create a workplace that is welcoming for all, inclusive of ethnicity, disability, age, religious belief, marital status, pregnancy, sexuality or gender.

Currently our senior team is too homogenous, particularly when it comes to ethnicity. We are therefore actively seeking applicants from Black, Asian and ethnic minority backgrounds for this role.

We are also keen to see more applications from people who have been in prison.

To remove bias where possible, we blind assess candidates for interview based on their relevant skills, qualifications, or experience.

## Why work for Unlocked?

First and foremost, Unlocked offers the satisfaction of working for a high performing and exciting organisation which is actively making an impact on one of the most challenging social justice issues which exists in our society today.

We want Unlocked to be a great place to work. What we are doing is difficult. We have high levels of challenge, and to make sure we achieve what we need to, we need excellent people who will welcome the opportunity to become brilliant at what they can offer the organisation as well as come up with great ideas to make us better. Because our organisation is small, the scope of work is comparatively large compared to most similar organisations. This means you will have more opportunities and get more senior experience than in a bigger organisation.

These demands also mean we want to offer higher levels of support. With that in mind, all employees at Unlocked are offered the following core package of benefits.

Holiday	<b>27 days annual leave</b> plus (by CEO discretion) the office typically closes from 25 December to 1 January
Pension	We offer <b>10 percent employer contribution</b> even if you make no employee contribution. You can also opt to pay more by salary sacrifice if you wish.
Wellbeing	<b>Employee Assistance Programme:</b> monthly employee coaching from Sanctus, and a team of Mental Health First Aiders on our staff.

Health	<b>Gym membership:</b> discounted gym and fitness membership through GymPass, as well as cycle to work scheme. You can also opt to reduce the employer pension contributions to nine percent in exchange for a £30 a month gym membership subsidy.
Development	<p>We want all you to understand our mission and challenges facing prison officers. You will have opportunities to <b>attend study days</b> with participants and <b>visit prisons</b> to really understand our work.</p> <p>We believe in <b>supporting people to develop the skills they need to be excellent</b> – whether this means funding external training, finding a mentor to support them or giving them the time to learn from others in the organisations through our regular CPD sessions.</p>
Volunteering	<b>Want to volunteer</b> as a trustee or in some other capacity for a mission-aligned organisation? We support our team to take on these commitments without taking annual leave.
Our staff also tell us they like	<p>Modern and professional <b>centrally located offices</b> in London, Manchester and Birmingham including perks like free coffee and fruit deliveries.</p> <p>For staff <b>working at home</b> we support them to create a workspace and provide technology that enable them to work effectively.</p> <p>Regular opportunities to <b>get together as a whole staff</b> and in your team, including away days, social events and other <b>development events</b>.</p>

## HOW TO APPLY

The deadline for applications for this role is 9am on October 24th. Please apply on the portal [here](#).

First round interviews will take place on 3rd and 4th November. Final round will take place in person on 14th November in the morning. If there are any issues with any of these dates, please let us know and we will try to find other times.

For more information about the role, please email [joshua.marks@unlockedgrads.org.uk](mailto:joshua.marks@unlockedgrads.org.uk).

