

FRONTLINE

CHANGING LIVES

March 2019

Dear candidate,

I am delighted that you are interested in learning more about Frontline and the role of **Recruitment Manager (Attraction)** in the Recruitment Team at our social work charity.

At least half a million children in England don't have a safe or stable home. These children and their families face some of the worst life chances, but we know that great social work has the power to change this. That's why Frontline was set up as a charity in 2013. We recruit and develop outstanding individuals to be social workers and leaders to transform the lives of the most vulnerable children and families. We also develop first line managers through Firstline, our leadership programme for those directly managing practitioners. Our Fellowship network supports all individuals that complete extended leadership development programmes with us, they are a group of outstanding leaders working towards our collective mission.

Frontline is continuing to grow and expand its impact. As we embark on this new stage in the organisation's development we are looking to recruit a **Recruitment Manager** who will be responsible for bringing in a pipeline of talented and diverse individuals to embark on the Frontline Leadership Development programme. The successful candidate will lead and inspire our team of recruitment officers to hit ambitious targets (452 quality hires in regions across England), lead the strategic development of our Attraction strategy and be responsible for building the Frontline brand amongst university and career changer audiences.

Frontline is an ambitious and high performing organisation - we strive to deliver the best social work leadership development programmes in the world. In order to attract more people into the social-work profession, we are looking to recruit an outstanding leader to join our award-winning team. If you are a strong high volume recruiter with graduate recruitment experience and have a successful track record of leading teams in that time, we would welcome an application from you.

Application:

Follow [this link](#) to apply for this position. Applications should be received no later than **9am on Monday 1 April**.

First round interviews will take place on **3 or 4 April** and second round interviews will take place week commencing **8 April**.

If you have any questions or queries about this role or wish to discuss the position then please contact **Ann-Marie McLoughlin, Recruitment Director**, annmarie.mcloughlin@thefrontline.org.uk.

We look forward to hearing from you.

Yours sincerely,



Josh MacAlister
Chief Executive

Background

Our mission is to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society. We want to see a country where children's life chances are not determined by social or family circumstance and we know that social work is at the forefront of the effort to realise this.

The Frontline programme that qualifies social workers comprises an intensive Summer Institute, two years in a local authority frontline social work team, and leadership development throughout. Participants are placed in units of four in local authorities and are led by Consultant Social Workers (CSWs) in child protection teams. The first cohort of over 100 participants started the programme in July 2014 working in Greater London and Greater Manchester. We are now in our fourth year of running the programme, and 352 participants will start this summer, working across London and the South East, North West, North East and the Midlands.

Our Firstline programme develops the leadership skills of first line social work managers. The first cohort of 37 Firstline Leaders began the programme in autumn 2015, and by 2020 a further six cohorts will have completed the programme.

The Frontline Fellowship – which includes all individuals that complete extended leadership development programmes with Frontline – is a movement network that supports our participants to lead change in social work and broader society of outstanding individuals who are applying themselves to address social disadvantage in different ways.

Frontline is a social work charity. We have an entrepreneurial approach, where constructive challenge is positively welcomed and a culture of feedback is actively promoted. Through strong pro-bono partnerships, Frontline is able to access excellent development opportunities for its employees. This includes training, mentoring and coaching from experts from the world of social work, charities, private sector and beyond.

The Opportunity

The Attraction Manager will be responsible for bringing in a pipeline of talented and diverse individuals to embark on the Frontline Leadership Development programme. The successful candidate will lead and inspire our team of recruitment officers to hit ambitious targets (452 quality hires in regions across England), lead the strategic development of our Attraction strategy and be responsible for building the Frontline brand amongst university and career changer audiences.

The Team

The recruitment team is an award winning team responsible for sourcing, selecting and hiring people who have the potential to be excellent social workers.

We build engagement with prospective applicants through our early engagement programmes and work to raise the profile of social work amongst undergraduate and graduate audiences. We deliver high quality and engaged participants onto our programme through offering a quality candidate experience. In 2019-20 academic year, the team expect to receive c.7000 applicant registrations and c.4500 submitted applications to be considered for c. 452 places in local authorities across England.

There are four sub-teams within Recruitment; Attraction, Early Engagement, Selection, Admissions;

Attraction who convert and cultivate applicants for the Frontline Leadership Development Programme and our early engagement opportunities. Within the team, Recruitment Officers (ROs) hold responsibility for a specific region where they raise the profile of Frontline and the wider

sector amongst target audiences on and off campus.

Selection who design and deliver a robust selection process consisting of online and in person assessments to identify those with high potential to become child-protection social workers.

Admissions who ensure all applicants starting the programme meet the conditions of Frontline's offer;

Early Engagement who engage prospective applicants outside of the recruitment window and develop the brand through undergraduate students who work for us at their universities.



Job description: Recruitment Manager (Attraction)

Job Title:	Recruitment Manager (Attraction)
Reports to:	Recruitment Director
Start date:	ASAP
Location:	London
Salary:	£45,000 plus competitive pension
Closing date:	9am, Monday 1 April
Interviews:	First round interviews: 3 or 4 April. Second round interviews: w/c 8 April

As the Recruitment Manager you will lead the team to attract individuals who have the potential to be excellent child-protection social workers by:

Strategic planning, evaluation skills and resource management

- Design, execute and evaluate attraction strategy for the recruitment season to build and sustain the Frontline brand across all target demographics and ensure required volume of applications are delivered to meet ambitious recruitment targets
- Lead on course correction your team in order to meet targets, identify risks and potential solutions to mitigate these
- Explore innovative attraction methods that will increase awareness of the programme to underrepresented groups, supporting the team to meet diversity targets so the cohort represents the communities our participants serve
- Evaluate and analyse data to monitor the attraction pipeline and drive improvements within the team
- Develop plans and collaborate with Recruitment Officers to deliver growing numbers of participants in a wider geographical spread of local authorities.
- Work in partnership with colleagues across the Early Engagement, Selection and Admissions team to deliver an aligned recruitment strategy which focuses on the candidate
- Budget management for Attraction team; setting and reforecasting budget in-season and considering value-for-money/ROI in all activities

Line management of a team of recruitment officers (6)

- Proven track record of leading teams – ability to drive and lead recruitment and performance management of team members
- Line management and leadership of recruitment officers to reach required target number of hires onto the Frontline leadership development programme
- Set and monitor targets/KPIs for pipeline numbers for team members across the season to ensure they are on track to hit overall targets, course correcting as required
- Driving high performance of the team by fostering an ambitious and motivated team culture; regular feedback, shadowing, training and development opportunities

Relationship Management

- Establish strong relationships with stakeholders within a number of universities and role model excellent pipeline management and communication with applicants and a number of offerees.
 - Oversee the development of relationships with key organisations in the graduate recruitment market place to strengthen the position of the Frontline brand and support new opportunities
 - Use excellent persuasive, compelling techniques and relationship management skills and maintain an exceptional standard of customer service at all stages of the candidate journey
-

Campaign Development

- Manage the annual recruitment marketing campaign – oversee design and refresh of marketing and associated materials in collaboration with External Relations (Communications) team and external agencies
- Ensure campaign content aligns with recruitment priorities and monitor performance throughout season, tailoring at key points

Other responsibilities

- Take a hands-on role in screening and assessing applicants against the necessary skills and attributes required to be a Frontline participant
 - Represent Frontline at graduate recruitment and marketing events as required
-

Person Specification

Values and alignment

- Prepared to work in line with our [values](#) of being brave, showing respect, pioneering, keeping curious and always keeping in mind that what matters most is what works. You should be able to role model these values in all that you do and expect these of colleagues you work with.
- Committed to creating a culture of Freedom and Responsibility (see attached document)
- A willingness and ability to be fully aligned to, and be an advocate for, Frontline's purpose and theory of change across all areas of work including a:
 - focus on having the highest standards for recruiting top talent into social work including people who may not have considered a career in social work before,
 - belief that social work practice needs to improve so that it is more relational, purposeful and skilled and that clear models practice are central to this.
 - belief in the role leadership must play in improving social work at all levels and that rapid improvement will sometimes require disruptive acts of leadership
 - approach to our Fellows (alumni) that celebrates, encourages and recognises individuals who are improving safety and stability for children whether they remain in social work or work outside of the profession
 - and a commitment that every child should have a safe and stable home and that this is best supported by social workers who work alongside families

Experience and knowledge

- Substantial experience of the graduate recruitment cycle with a strong understanding of high volume recruitment, diversity strategies and pipeline management
- An exceptional track record and evidence of leading teams, creating initiatives to empower, inspire and develop a team and individuals
- Good knowledge of recruitment best practice; competent assessor able to role model to peers and demonstrate excellent written communication
- Proven experience in creating, implementing and evaluating a variety of strategies – the ability to translate long-term recruitment strategy into operational plans
- Experienced with CRM (Salesforce knowledge desirable)

Characteristics and skills

- Excellent relationship management skills - confident, credible and authoritative when working with stakeholders in both written and verbal communication.
 - Highly developed interpersonal skills and the ability to have impact and influence with a team and with senior level stakeholders
 - Strong data analysis capabilities with the ability to evaluate cause/effect and implement interventions at speed.
 - Confident in use of IT, including applicant tracking system to manage applicant database and competent in use of Excel to analyse and interpret information
 - Self-starter with initiative, confidence, drive, and flexibility to deal with unexpected situations or last-minute changes in a dynamic team
 - Self-management - ability to manage a broad and diverse workload, prioritising and delegating as necessary
-

Requirements

- Right to work in the UK
- Interest in, and commitment to the Frontline programme, mission and values
- This post is subject to an enhanced police check of previous criminal convictions with the Disclosure and Barring Service (DBS)

The commitment

- Some longer days from October to February – some travel / overnight stay to support at attraction events at UK universities
- Some longer days during peak recruitment season to ensure effective delivery of assessment centres
- Occasional weekend work to support recruitment events

The stakeholders we work with have a range of different backgrounds and experiences and we are committed to having a diverse team who can bring their experiences from work and home into this role. Therefore, we actively encourage those from a working class background, identify as having a disability, hold a religious belief, identify as LGBT and/or BAME individuals to apply for this role.



Frontline's mission

Our mission is to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society.

Frontline's values

- **Be brave:** be prepared to challenge and don't always reach for the easy answer
- **Show respect:** recognise and value the contributions of others
- **Pioneer:** generate new ideas and make ripples or waves by sharing successes and setbacks
- **Stay curious:** be continually reflective and open to adapting how we work
- **What matters is what works:** be practical, flexible and outcome-focussed

Frontline's benefits

Frontline are committed to the professional development and wellbeing of all staff. Frontline offers a number of core benefits to all employees:

- **Flexible working:** Frontline offers a 'core hours' policy requiring staff to be in the office between 10:00 and 16:30, with flexibility on working hours around this;
- **Pension:** Frontline offers a competitive pension employer contribution with Aviva.
- **Annual Leave:** 25 days per year (in addition to bank holidays) rising by 1 day per year after 2 years of service up to a maximum of 30 days. In addition, we give all staff extra day(s) at Christmas as the office typically closes from 25 December to 2 January;
- **Buy or Sell Holiday:** Buy or sell up to five days' annual leave a year
- **Travel:** Frontline offers an interest free loan for season ticket or bicycle;
- **Training and Development:** Frontline endeavours to offer coaching and mentoring to all staff where required to support development needs;
- **Cycle to work scheme:** Frontline provides a tax efficient way to obtain a bicycle;
- **Volunteering days:** All Frontline employees can take between 1 and 3 additional days to volunteer in a mission-aligned charity, depending on length of service;
- **Employee Assistance programme:** The EAP is a free, confidential service that offers expert advice, information and counselling for all Frontline employees on a wide range of issues.

Work environment

The Frontline team are friendly, hard-working and driven to improve the lives of vulnerable children and families. We have made a strong commitment to create and maintain a culture of Freedom and Responsibility and all staff have signed up to taking an active personal role in establishing the culture.

We are based in a new, purpose built office which we have designed specifically to accommodate people's different working styles with private pods, numerous meeting rooms, standing desks, quiet zones and a large kitchen and lunch eating area – food is important to us at Frontline.

Recruitment process

Disclosure

This post is classified as having substantial access to children, and appointment is subject to an enhanced police check of previous criminal convictions (DBS). Applicants are required, before appointment, to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar individuals from employment – this will depend upon the nature of the offence(s) and when they occurred.

Recruitment system

We use a system called [Applied](#) for all of our recruitment. Applied takes out bias in the selection process by anonymising applicants, scoring applicants answers horizontally and in a random order. We ask for a CV but don't use this to shortlist as this does not predict job performance.

Questions or further information

If you require more information, please contact hr@thefrontline.org.uk and a member of the team will get back to you. If you want further information on the programme please visit our website: www.thefrontline.org.uk
