IOM training on ethical recruitment

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The International Organization for Migration supports recruiters, suppliers (employers) and brands to strengthen their internal control mechanisms and implement ethical recruitment practices through its two flagship initiatives:

The International Recruitment Integrity System (IRIS) is a global initiative that is designed to promote ethical international recruitment. IRIS works by defining and setting a benchmark for ethical recruitment – the IRIS Standard – and by establishing a voluntary certification scheme for labour recruiters. IRIS was created in partnership with government, civil society and the private sector. Read more at iris.iom.int

The Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) is a partnership initiative that aims to realize the potential of business to uphold the human and labour rights of migrant workers in their operations and supply chains. Read more at crest.iom.int

Both IRIS and CREST provide practical tools and methodologies to support companies in the implementation of management systems that support adherence to international recruitment and labour standards. Through these two initiatives, IOM offers training and capacity building options for recruitment agencies, company teams, business associations and suppliers. IOM also works with governments and civil society organizations to build their awareness and capacity for ethical recruitment.

Each of IOM's training programmes can be adapted to meet specific local needs and can be delivered in local languages across regions. IOM also offers an additional Training of Trainers module to support the roll out of in-house training (where appropriate). Furthermore, IOM offers on-going support to training participants to translate training theory into practice.

IOM TRAINING PROGRAMMES

Training for recruitment agencies

IOM provides training to labour recruiters who send or receive workers from overseas. This training is focused on increasing recruiters' awareness of ethical recruitment, improving transparency and internal business practices, and preparing recruiters for IRIS certification. This training dedicates considerable time to unpacking the IRIS Standard and implementing effective management systems.

This training is presented through a combination of short lecture style presentations, group discussions and small group exercises. It is typically delivered over two-days to 20 participants (2 participants per recruitment agency). Following this training, IOM offers one-on-one mentoring to recruitment agencies that are committed to ethical recruitment and wish to pursue IRIS certification. A summary of the training is below:

Session			Description
1	Introduction to international labour migration, ethical recruitment and IRIS	30 mins	Participants learn about the labour migration process and what makes migrant workers more vulnerable to exploitation. Participants also learn about the growing demand for ethical recruitment, industry principles, the Employer Pays Principle and IRIS.
2	Exercise 1: Understanding the business case for ethical recruitment	45 mins	Participants identify how their business can benefit from ethical recruitment practices (i.e. How they can grow their business and increase revenue, as well as reduce or avoid costs and losses)
3	Exercise 2: Map end-to-end recruitment and employment process	60 mins	Participants use Post-It notes to map each step in the recruitment and employment process from the perspective of the worker, labour recruiter and employer. The aim is to identify all the stakeholders involved in the process and potential risks.
4	Overview of the IRIS Standard	75 mins	Participants learn what ethical recruitment looks like in practice by unpacking the seven IRIS Standard Principles. This session includes mini group exercises on recruitment fees and costs, freedom of movement and passport retention, and what needs to be in a worker's employment contract.
5	Exercise 3: Identifying at risk moments in the recruitment process	15 mins	Participants return to their recruitment and employment process maps (Exercise 2) and identify any current steps that are inconsistent/potentially inconsistent with the IRIS Standard.
6	Aligning Business Practices to the IRIS Standard: Management Systems Framework	15 mins	Participants are presented with a simple management systems framework that they can use to diagnose and resolve problems in their business operations.
7	Exercise 4: Identifying Gaps and Effective Questions	120 mins	Participants are presented with a typical recruitment problem (i.e. workers are paying fees and costs) and are then asked to use the management systems framework to identify possible causes and/or gaps in their business model that allow this occur. In the second part of the exercise, participants learn how to ask the 'right questions' to identify gaps before problems are visible.
8	Overview of the IRIS certification process	30 mins	Participants learn how the IRIS certification process works in practice. i.e. what a certification audit looks like, who does what, timing etc.
9	Introduction to IRIS Certification Preparation Plans	20 mins	Participants are presented with a simple IRIS Certification Preparation Plan for completion after the training. This tool is based on the management systems framework and allows participants to identify gaps as well as action items.

Training for employers, suppliers and brands

Option 1: Targeted training on ethical recruitment

This training is designed to help companies identify ethical labour recruiters and align business practices to the IRIS Standard. This includes support in adopting and implementing industry principles on forced labour – *Every worker should have freedom of movement; No workers should pay for a job; No worker should be indebted or coerced to work.*

This training is presented through a combination of short lecture-style presentations, group discussions and small group exercises. It is typically delivered in one day to 15 to 20 participants. It suits staff from human resources, sustainability teams and management areas. A summary of the training is below:

Session			Description
1	Introduction to international labour migration, ethical recruitment and IRIS	**20** mins	Participants learn about the labour migration process and what makes migrant workers more vulnerable to exploitation. Participants also learn about the growing demand for ethical recruitment practices, including industry principles, the Employer Pays Principle and IRIS.
2	The business case for ethical recruitment	**30** mins	Participants identify how their business can benefit from ethical recruitment practices (i.e. How they can grow their business and increase revenue, as well as reduce or avoid costs and losses).
3	Exercise: Map end-to-end recruitment and employment process	**45** mins	Participants use Post-It notes to map each step in the recruitment and employment process from the perspective of the worker, labour recruiter and employer. The aim is to identify all the stakeholders involved in the process and potential risks.
4	Overview of the IRIS Standard	**90** mins	Participants learn about the IRIS Standard and what this means for their business if they want to recruit workers ethically. Group exercises focus on identifying recruitment fees and costs, passport retention, employment contracts and providing access to grievance mechanisms.
5	Introduction to Management Systems Framework	**15** mins	Participants are presented with a simple management systems framework that they can use to diagnose and resolve problems in their business operations. The framework is used in subsequent exercises.
6	Exercise: Identifying at risk moments in the recruitment process, including worker contracts	**60** mins	Participants are given a scenario and asked to use the management systems framework to uncover what broke down and how they could have prevented it. The exercise emphasizes that WHEN a contract is introduced to a worker is just as important as what is in the contract.
7	Exercise: Due diligence in selecting Recruiters	**45** mins	Participants learn how to identify potential gaps in recruiters' management systems. This includes by developing questions to ask recruiters when initially engaging them, as well as assessing their ongoing practices throughout the course of the employer/recruiter contracting relationship.
8	Exercise: Engaging workers	**45** mins	Participants learn how to ask the right questions to workers to determine if they have been recruited ethically, and in particular, if they have been charged recruitment fees and costs.

Option 2: Overarching training on modern slavery

This overarching training programme on modern slavery is designed to help reduce the risk of forced labour in business operations and supply chains through raising awareness and developing practical solutions. The training includes nine modules that can be customised to meet the specific requirements of a business, in accordance with current risks, the level of existing activity to combat modern slavery and the experience of training participants.

Based on initial pre-training needs assessment, this training takes a participatory, tailor-made and action-oriented approach. It is accompanied by practical tools and guidance. It is typically delivered over one or two days to 15 to 20 participants, and suits staff from human resources, sustainability teams and management areas. Standard modules include:

Module		Description
Awareness raising modules		
1 Modern Slavery: What you need to know	90 mins	Participants are introduced to the concept of modern slavery, international definitions, vulnerabilities of migrant workers to modern slavery, and the risks which it can present to businesses
2 The Business Case for Taking Action	105 mins	Participants examine the risks of not taking action against modern slavery and explore the business case for addressing modern slavery, including regulation, reputation and market access
3 Modern Slavery and Migrant Workers	60 mins	Participants learn about migrant workers' vulnerabilities to modern slavery and learn how to identify and mitigate risks
Action orientated modules		
4 Company Policies and Codes of Conduct	60 mins	Participants are presented with best practices relating to the development and content of modern slavery policies, and explore how these can be applicable to participants' business
5 Mapping Material and Labour Supply Chains and Identifying Modern Slavery Risks	135 mins	Participants learn how to map their supply chains (both material and labour) and identify modern slavery risks
6 Designing a Company-Based Action Plan	120 mins	Participants learn how to prioritise modern slavery risks based on saliency, and how to develop an action plan.
7 Engaging Workers and Third Parties	90 mins	Participants learn the value of worker engagement as well as the role of civil society organisations in combating modern slavery
8 Grievance and Remediation	90 mins	Participants learn about grievance mechanisms and remediation in the modern slavery context, and are presented with key principles and good practices
9 International and national recruitment strategies to mitigate risks of modern slavery	120 mins	Participants learn about the risks associated with international and/or internal migration and the benefits of ethical recruitment. This includes how to identify and mitigate modern slavery risks during recruitment.