

Photos: © IOM.

# IOM training on ethical recruitment

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 initiatives:



*IRIS: Ethical Recruitment*, is IOM's flagship initiative to promote ethical recruitment which is fair for everyone involved: migrant workers, employers, recruiters and countries of origin and destination. IRIS, as a global multi-stakeholder initiative works with and supports governments, civil society, the private sector and recruiters to establish ethical recruitment as a norm in cross-border labour migration. Read more at [iris.iom.int](https://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](https://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.

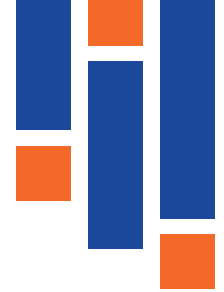
# IOM TRAINING PROGRAMMES

## 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.

Please contact the IRIS Team for more information on this course and the recruiters' training: [iris@iom.int](mailto:iris@iom.int)

IRIS is supported by:












Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

## 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
<b>Awareness raising modules</b>	
1 Modern Slavery: What you need to know	 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 90 mins
2 The Business Case for Taking Action	 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 105 mins
3 Modern Slavery and Migrant Workers	 Participants learn about migrant workers' vulnerabilities to modern slavery and learn how to identify and mitigate risks 60 mins
<b>Action orientated modules</b>	
4 Company Policies and Codes of Conduct	 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 60 mins
5 Mapping Material and Labour Supply Chains and Identifying Modern Slavery Risks	 Participants learn how to map their supply chains (both material and labour) and identify modern slavery risks 135 mins
6 Designing a Company-Based Action Plan	 Participants learn how to prioritise modern slavery risks based on saliency, and how to develop an action plan. 120 mins
7 Engaging Workers and Third Parties	 Participants learn the value of worker engagement as well as the role of civil society organisations in combating modern slavery 90 mins
8 Grievance and Remediation	 Participants learn about grievance mechanisms and remediation in the modern slavery context, and are presented with key principles and good practices 90 mins
9 International and national recruitment strategies to mitigate risks of modern slavery	 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. 120 mins

Please contact the CREST Team for more information on this course: [iom\\_crest@iom.int](mailto:iom_crest@iom.int)

The CREST initiative is supported by

