

BUILDING THE KNOWLEDGE AND CAPACITY OF HOTELS TO IMPLEMENT ETHICAL RECRUITMENT



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INTRODUCTION

This guidance note provides an overview of how hotel brands can support hotel partners and corporate offices in implementing ethical recruitment within their operations and supply chains. It follows on from Guidance Note A: What ethical recruitment means for the hotel industry and consists of three sections:

1. Developing training for hotels and corporate offices
2. Available training for the hotel industry
3. Additional support for selected high-risk hotels

While this guidance note has been designed primarily for hotel brands, it is also relevant for individual hotels wishing to build their internal capacity to implement ethical recruitment.

1. DEVELOPING TRAINING FOR HOTELS AND CORPORATE OFFICES

Hotel brands are encouraged to invest in targeted training for hotel partners and corporate offices to build their knowledge of, and ability to implement, ethical recruitment within their operations and supply chains. Key steps include:

1. Assessing hotel partners and corporate offices current level of risk for unethical recruitment, as well as their current knowledge of ethical recruitment principles. A simple way to do this is to develop a questionnaire for hotel partners and corporate offices that collects information on:

HOTEL/CORPORATE OFFICE PROFILE AND CURRENT BUSINESS PRACTICES

- Geographic location.
- Composition of the workforce, including a breakdown of migrant worker employees by nationality, gender, age and position.
- Breakdown of migrant workers who are employed by employment agencies to perform work at the hotel or corporate office.
- Details of business relationships with labour recruiters and/or employment agencies in both countries of origin and destination (where the hotel/corporate office is based).
- Itemized list of expenses relating to recruitment (paid by hotel / corporate office).
- Overview of the supply chain – with an emphasis on collecting information on larger suppliers.
- Details of current due diligence procedures for business partners.
- Details of business grievance mechanisms, including how and when they are communicated to migrant workers. This should cover both global mechanisms and hotel or corporate office's own internal mechanisms or procedures.
- Grievances that have been filed by migrant workers that relate to their recruitment or employment.
- Details of established relationships with civil society organizations.

KNOWLEDGE OF ETHICAL RECRUITMENT PRINCIPLES

- Knowledge of ethical recruitment principles, including the Sustainable Hospitality Alliance's Principles on Forced Labour.
- Participation in any training, programmes or initiatives focusing on ethical recruitment.

2. Developing a training plan for hotel partners and corporate offices that:
 - a. Outlines the key risk areas and knowledge gaps. For example:
 - i. The charging of recruitment fees and costs to migrant workers
 - ii. The withholding of migrant workers' passports
 - iii. The lack of access to remedy for migrant workers
 - iv. Reliance on labour recruiters and/or employment agencies
 - v. Procurement and supply chain risks
 - vi. Lack of knowledge about ethical recruitment
 - b. Includes clear and measurable learning objectives. For example, following the completion of the training, participants will be able to:
 - i. Describe the risks migrant workers face during their recruitment, deployment (travel), employment and return home or onward migration

- ii. Summarize the hotel brand's policy on ethical recruitment and/or what a commitment to ethical recruitment involves in practice
 - iii. Demonstrate how to carry out human rights due diligence on business partners (labour recruiters, employment agencies and suppliers)
 - iv. Demonstrate how to incorporate ethical recruitment considerations into procurement practices
 - v. Describe what makes an effective business grievance mechanism for migrant workers
 - vi. Demonstrate how to provide prompt and effective remediation to migrant workers
- c. Identifies key target groups for training, such as:
- i. Human resources teams
 - ii. Procurement teams
 - iii. Legal teams
 - iv. Staff responsible for managing business grievance mechanisms
 - v. Migrant workers
- d. Includes the development of tailored training curricula for the target groups:
- i. While this can be done in-house, it is recommended that hotel brands partner with external human rights and migration experts, such as international organizations, civil society organizations, or industry associations, to develop and deliver the training
 - ii. Noting that IOM and the Sustainable Hospitality Alliance have developed a suite of training programmes and resources for the hotel industry.
- e. Includes clear timeframes for implementation:
- i. The hotel brand may elect to prioritize corporate offices and hotel brands that are most at risk and/or where the hotel brand has most leverage. For example, the hotel brand may initially focus training efforts on corporate offices and owned and leased hotels, before expanding to managed hotels and finally franchised hotels
- f. Identifies key performance indicators that follow the SMART format (specific, measurable, attainable, relevant and time-bound). For example:
- i. X percentage of hotels and corporate offices trained by [insert timeframe]
 - ii. X percentage of participants can describe the risks facing migrant workers 3/6/12 months after the training
 - iii. X percentage of participants can demonstrate how to carry out human rights due diligence on business partners 3/6/12 months after the training
- g. Is supported by a dedicated training budget and resources
3. Implementing the training plan with hotel partners and corporate offices. This can be done in-house, or in partnership with human rights and migration experts (recommended).
4. Monitoring the effectiveness of the training provided. This can be done through pre- and post-training questionnaires, as well as through existing monitoring efforts (audits, annual questionnaires, etc.).
5. Updating and revising the training programme, as appropriate.

2. AVAILABLE TRAINING FOR THE HOTEL INDUSTRY

IOM and the Sustainable Hospitality Alliance have developed a suite of introductory training modules for the hotel industry on ethical recruitment. Recent training modules include:

No.	MODULE	TIME
THE BUSINESS CASE FOR ETHICAL RECRUITMENT		
1	Overview of recruitment in the hotel and tourism industry	30 minutes
2	Risks of unethical recruitment for migrant workers and employers	30 minutes
HOW TO ALIGN YOUR PRACTICES WITH INTERNATIONAL STANDARDS		
3	Making commitments and taking action	60 minutes
4	Working with labour recruiters and employment agencies	60 minutes
5	Employment contracts for migrant workers	30 minutes
GRIEVANCE MECHANISMS, REMEDY AND MIGRANT VOICE MODULES		
6	Committing to ethical recruitment and performing ongoing due diligence	30 minutes
7	Identifying gaps in company management systems	60 minutes
8	Prioritizing risks and developing action plans	45–60 minutes
9	Monitoring recruitment practices	30 minutes
10	Access to Effective Remedy	45 minutes

Please contact IOM or the Sustainable Hospitality Alliance for more information.

3. ADDITIONAL SUPPORT FOR SELECTED HIGH-RISK HOTELS

There are other ways that hotel brands can support hotel partners to implement ethical recruitment. This includes assisting hotel partners to identify the key risk areas within their business operations and supply chain, as well as building the capacity of their business partners to implement ethical recruitment. While these activities can benefit all hotel partners, they do require more time and resources. It is therefore recommended that hotel brands prioritize high-risk hotel partners in the first instance.

MAPPING THE HOTEL PARTNER'S LABOUR MIGRATION PROCESS

This activity involves retracing the steps that migrant workers take from the partner hotel, back to their communities in the country of origin. The aim is to identify all stakeholders involved in the recruitment process, as well as the potential risks to migrant workers, such as the charging of recruitment fees and costs.

This is an excellent way for the hotel brand and hotel partner to gain practical insights into the risks facing migrant workers within the hotel partner's business operations and supply chain. This can help the hotel partner identify where harm has occurred and provide prompt and effective remediation, as well as strengthen their internal policies, procedures and processes to prevent and mitigate potential risks in the future. IOM has a well-developed labour migration process mapping methodology and can assist hotel brands with this activity.

For more information, please contact the Sustainable Hospitality Alliance for information on Labour Migration Process Mapping Tools.

FACILITATING ETHICAL RECRUITMENT TRAINING FOR LABOUR RECRUITERS AND/OR EMPLOYMENT AGENCIES

There are many labour recruiters and employment agencies that are open to changing their business practices to align with ethical recruitment principles. However, many lack the knowledge and skills to do so, and/or worry that employers will be reluctant to follow ethical recruitment principles.

Hotel brands are therefore encouraged to invest in ethical recruitment training for the labour recruiters and/or employment agencies that provide migrant workers to hotels. By building the capacity of labour recruiters and employment agencies, hotel brands can reduce the risk of unethical recruitment for hotel partners and help establish stronger and more transparent business relationships.

Through the [IRIS: Ethical Recruitment Initiative](#), IOM runs a comprehensive capacity-building programme for labour recruiters and employment agencies on ethical recruitment. To date more than 1,000 labour recruiters, from 35 countries across several regions, have attended the two-day IRIS introductory training; a steady stream of labour recruiters have subsequently signed up to participate in further capacity-building, including towards IRIS certification.

[PROVIDING TRAINING AND ADDITIONAL SUPPORT TO THE HOTEL PARTNERS' SUPPLIERS](#)

Finally, hotel brands are encouraged to support hotel partners' suppliers to implement ethical recruitment within their operations and supply chains. This can involve providing training to suppliers or making resources such as guidance notes and tools available to suppliers.

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