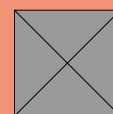# 2.

Responsible Recruitment of Facility Workers
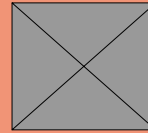
A RESPONSIBLE SOURCING TOOLKIT

Contents

Introduction to Responsible Recruitment of Facility Workers

A responsible recruitment management system is an important component to a well-functioning company. Effective worker recruitment processes can help build a skilled and productive work force and aid compliance with labor laws.

Benefits you may experience are:

- Workers possessing the right skills to perform their jobs effectively.
- Motivated, hard-working, and satisfied workers.

Ineffective recruitment practices can result in:

- High worker turnover.
- Poor worker performance.
- Discrimination and other compliance issues.
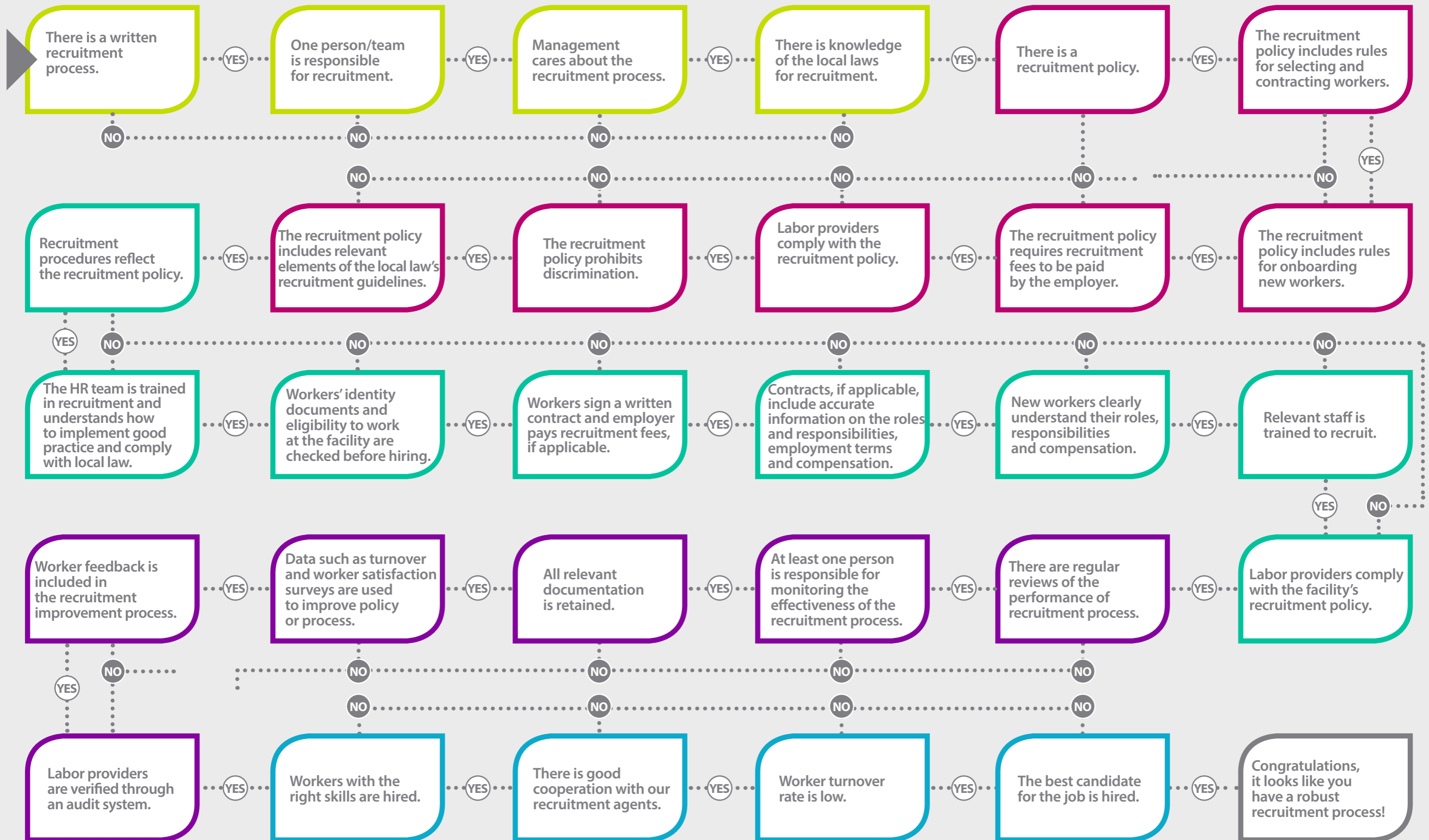- Potential exploitation of vulnerable workers.

The Responsible Recruitment Toolkit contains four sections:

- **INTRODUCTION:** This section describes responsible recruitment and its benefits.
- **DIAGNOSTIC TOOL:** This section aids in identifying recruitment procedures in a facility that may benefit from enhancement, and provides users with hyperlinks to worksheets that can assist with the enhancement process.
- **WORKSHEETS:** This section provides step-by-step guidance for suppliers and their facilities to analyze, design, develop, implement, and evaluate responsible recruitment policies, processes, and procedures.
- **DEFINITIONS:** This section defines important terms used in this toolkit.

In addition, you should refer to *Eliminating Recruitment and Employment Fees Charged to Workers in Supply Chains* available at www.responsiblerecruitmenttoolkit.org

DIAGNOSTIC TOOL

The diagnostic tool will assist with the development of the management system process and policy, as well as, help identify areas in need of improvement within your existing processes and policy.

There is a written recruitment process. — YES → One person/team is responsible for recruitment. — YES → Management cares about the recruitment process. — YES → There is knowledge of the local laws for recruitment. — YES → There is a recruitment policy. — YES → The recruitment policy includes rules for selecting and contracting workers.

(NO from each of the first five top boxes leads down; YES from last box leads down)

Recruitment procedures reflect the recruitment policy. — YES → The recruitment policy includes relevant elements of the local law's recruitment guidelines. — YES → The recruitment policy prohibits discrimination. — YES → Labor providers comply with the recruitment policy. — YES → The recruitment policy requires recruitment fees to be paid by the employer. — YES → The recruitment policy includes rules for onboarding new workers.

The HR team is trained in recruitment and understands how to implement good practice and comply with local law. — YES → Workers' identity documents and eligibility to work at the facility are checked before hiring. — YES → Workers sign a written contract and employer pays recruitment fees, if applicable. — YES → Contracts, if applicable, include accurate information on the roles and responsibilities, employment terms and compensation. — YES → New workers clearly understand their roles, responsibilities and compensation. — YES → Relevant staff is trained to recruit.

Worker feedback is included in the recruitment improvement process. — YES → Data such as turnover and worker satisfaction surveys are used to improve policy or process. — YES → All relevant documentation is retained. — YES → At least one person is responsible for monitoring the effectiveness of the recruitment process. — YES → There are regular reviews of the performance of recruitment process. — YES → Labor providers comply with the facility's recruitment policy.

Labor providers are verified through an audit system. — YES → Workers with the right skills are hired. — YES → There is good cooperation with our recruitment agents. — YES → Worker turnover rate is low. — YES → The best candidate for the job is hired. — YES → Congratulations, it looks like you have a robust recruitment process!

WORKSHEET: Getting Started

Who should consider using this worksheet?

This worksheet may be used by facilities that are just beginning to develop a responsible recruitment process.

This worksheet may help to:

1. **Build a culture that supports a responsible recruitment process.**
2. **Identify roles and responsibilities of staff involved in responsible recruitment.**
3. **Analyze the current recruitment process.**
4. **Identify practical steps for creating a foundation for responsible recruitment.**

1. BUILD A CULTURE THAT SUPPORTS A RESPONSIBLE RECRUITMENT PROCESS

To develop a responsible recruitment process, considering having:

- Skilled personnel in charge of recruitment or training a person to manage all aspects of recruitment.
- A proactive approach and advanced planning process to prevent recruitment from being needed at the last minute.
- Strong communication between the person/team responsible for recruitment and other departments in the business, especially production.
- Senior management understand and support the benefits of improving recruitment.

> *Successful facilities recognize the potential of good recruitment practices and benefit from acquiring the right talent while remaining respectful to the workforce and complying with applicable laws.*

Consider the following:

- *Workers want work that pays a competitive wage and respects their rights. A facility that meets these desires may experience a reduced turnover rate.*
- *If a facility can attract, recruit and retain hard-working, motivated workers, it may gain an advantage over its competitors.*
- *What approaches can be used to attract and retain workers?*

Are there actions that could be taken to strengthen the foundation of your recruitment process? Make notes here:

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2. IDENTIFY ROLES AND RESPONSIBILITIES OF WORKERS INVOLVED IN RECRUITMENT

It may be helpful to have one person ultimately responsible for recruitment, including the development and implementation of the recruitment policy and procedure. This person could be responsible for reading and implementing the suggested actions in this toolkit.

In addition, consider forming a "recruitment taskforce" to facilitate collaboration across departments and increase the effectiveness of recruitment. The recruitment taskforce could include the following staff members:

- Human Resources (HR) Manager (Managing Director or Production Manager in smaller facilities) – has ultimate responsibility for all recruitment activities.
- Finance Manager – to provide input on financial matters pertaining to recruitment.
- Production Manager – to provide production forecasts, information on the skills required and job functions.
- Sales Manager – to advise on sales strategy and inform HR if any new skills required.
- Supervisors – to play a vital role during onboarding by welcoming new workers and providing support and training on quality requirements and expectations.

It may be helpful to have all managers meet regularly to discuss recruitment needs; this could be daily or weekly depending on the need.

Who will be responsible for recruitment? Who needs to participate in the recruitment task force?   Make notes here regarding potential recruitment taskforce team members and their roles – what should be discussed in your first meeting?

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3. UNDERSTAND THE CURRENT RECRUITMENT PROCESS

It may be helpful to understand the recruitment process that is currently being used in the facility. Knowing the starting point may help develop a realistic improvement plan and highlight priorities.

To learn more:

- Conduct a series of one-to-one or group interviews with managers, supervisors and workers.

- Refer to the third-party audit findings, if accessible.

Here are some key questions to consider:

- *Is there a recruitment policy in place? How does it compare to the applicable law?*

- *When are new workers recruited? How could this pattern be changed to make it easier?*

- *Who does the recruitment?*

- *How is the type of worker needed identified? Does the person responsible for recruitment work closely with the production team to decide when and who to hire?*

- *How are jobs advertised?*

- *Are workers directly employed, or are they employed by a broker or agent?*

- *Is a labor provider used?*

- *If a labor provider is used, do you have a recruitment policy that the labor provider must follow? How is this implemented and checked?*

- *How are workers selected – are they chosen based on their skills and abilities? How are skills identified when recruiters make a decision?*

- *Do workers have contracts, and what do they contain? Are identification documents checked?*

- *Are the ages of all workers known and do all workers have a valid work permit?*

- *What happens when a new worker joins the facility? What training is provided?*

- *How long do most new workers stay – what is the average length of tenure?*

1. **2.** **3.** **4.** **5.**

What other questions should you consider for your facility? Make a list here:

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Consider the following:

- *Which areas could be improved?*
- *What plans should be made for improvement?*
- *What needs to occur now, in the next three months and within the next 12 months?*

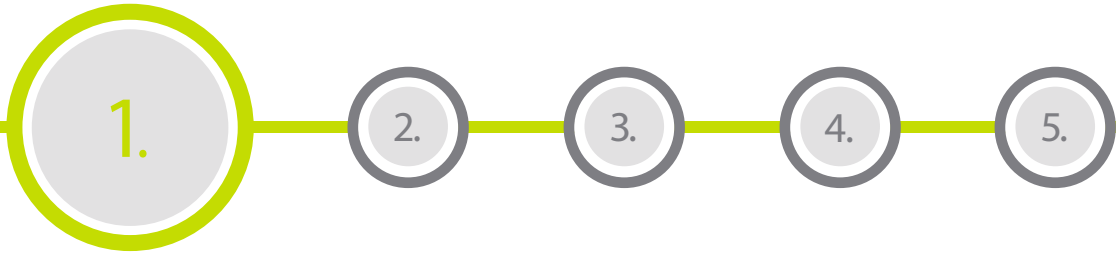*What are the next steps to take?* Write down any follow up actions – e.g., find out more information or prioritize issues to resolve.

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4. IDENTIFY PRACTICAL STEPS TO GETTING STARTED

To get started, follow the suggested steps of this worksheet and complete each exercise. Actions resulting from these steps may include:

- Speaking to, and obtaining support from, senior management. Provide them with this toolkit if it could be useful.

- Establishing a recruitment task force and agreeing on roles and responsibilities of members.

- Assigning overall responsibility for recruitment to one person. Determining if they have sufficient training to manage improvements or if additional support or training is needed.

- Using WORKSHEET 2 and 3 to help guide activity and identify and prioritize key areas for improvement.

WORKSHEET: Policy & Management

Who should consider using this worksheet?

This worksheet may be used by facilities that need to set guidance and goals regarding their recruitment process, create a new policy, or review and improve an existing policy.

This worksheet provides suggestions to develop a fair, transparent and non-discriminatory policy for recruiting all workers, including:

1. **What is a policy and why it is important?**
2. **Whom to involve when developing a recruitment policy?**
3. **How to structure a good policy and what to include?**
4. **Practical steps to follow to develop a policy.**

1. WHAT IS A POLICY AND WHY IS IT IMPORTANT?

A policy:

- Is a set of rules or guiding principles for recruitment.
- May include the following:
  - **Purpose**
  - **Goal**
  - **Approach**
  - **Performance measurement**
- Is supported by a set of instructions (the procedure or protocol) which lists actions to be performed, including when, how and by whom.
- May be published as a written document, video, and/or or voice recording.

Potential benefits of having a policy include:

- Providing clarity to workers on facility rules.
- Reducing inconsistency in decision-making and day-to-day activities.
- Helping staff make better decisions, more efficiently.
- Clarifying the goals of the facility.
- Meeting customer requirements and standards, e.g., employer pays worker recruitment fees.
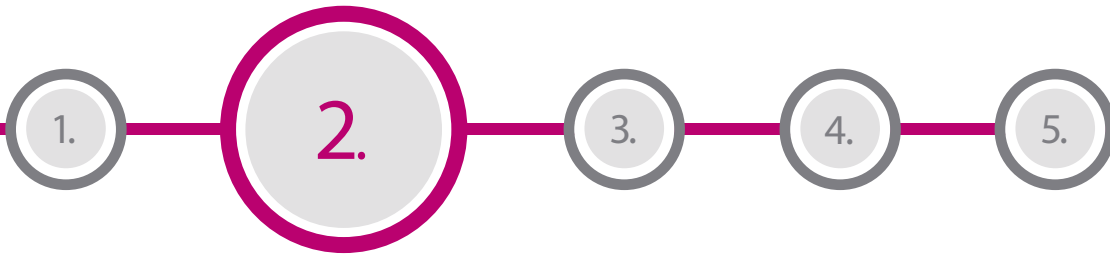
2. WHO SHOULD BE INVOLVED IN THE PROCESS OF DEVELOPING A RECRUITMENT POLICY?

Developing a policy may involve:

- The person responsible for recruitment - to coordinate the policy development.
- The recruitment taskforce and senior management – to provide input.
- The most senior person in the company – to approve the policy.
- Labor providers – to provide input and to implement the policy.
- Workers – to provide insight from their experience.
-

Consider other policies in the facility and, where necessary, align the recruitment policy with relevant ones – e.g., Underage Labor policy.

Who will develop the policy? What time frames will be set to complete it? What other policies are relevant to the recruitment policy? Make notes here:

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3. HOW TO STRUCTURE A GOOD POLICY AND WHAT TO INCLUDE?

Below are step-by-step suggestions to begin the process of developing a recruitment policy. It is recommended you also specifically refer to applicable law, any customer requirements and the requirements of any standards you must meet to complete this section, e.g., employer pays recruitment fees.

Which regulations, standards and requirements will you reference in the policy? Make a list here:

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Next step: Complete the table below:

1. Review the "Brief Example."
    *These are examples of elements to include and are for illustration only.

2. Review the information provided in the column titled "What to Consider."

3. Draft the elements to include in your policy in the space provided.

⊙ BRIEF EXAMPLE: GOAL(S) – **A statement of the overall goal(s) to achieve**

Facility X recruits workers in a fair and responsible way.

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WHAT TO CONSIDER:

This statement details the principle goal that guides decision making on recruitment.

Tip: Refer to business plans and customer expectations.

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DRAFT THE KEY ELEMENTS OF YOUR POLICY HERE:

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◉ BRIEF EXAMPLE: PURPOSE – **What will the recruitment policy achieve?**

Implementing an effective recruitment process will help:

- Attract a skilled workforce.
- Increase worker satisfaction and loyalty.
- Recruit in a way that avoids inequality and <u>discrimination</u>.
- Hire workers that are of legal working age and are eligible to work at our facility.
- Better serve customers with quality products, efficiently.

▼

WHAT TO CONSIDER:

The purpose is the result of achieving the goal. Consider:

- *Why recruit?*
- *What should be achieved?*
- *What benefits can responsible recruitment bring?*
- *What risks should be avoided when recruiting?*

Tip: Refer to underage labor, forced labor and discrimination policies.

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DRAFT THE KEY ELEMENTS OF YOUR POLICY HERE:

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◉ **BRIEF EXAMPLE:** APPROACH TO TAKE – **The approach the facility will take to achieve the purpose and goal.**

- We will plan in advance and be proactive and not reactive.
- Management will work together to find, recruit and onboard the best workers.
- We will listen to workers and work with our labor providers to help us improve.
- We will hire workers based on skills and keep the process fair.
- We will conduct training and checks to prevent the hiring of forced labor or underage labor.
- We will help new workers perform their role effectively through good onboarding and ongoing support.

▼

WHAT TO CONSIDER:

Consider the approach to take to meet the policy goal at each of the four stages of the recruitment process.

- ***What are the most important elements?***
- ***What type of behaviors should staff show?***

Refer to local law and customer requirements.

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DRAFT THE KEY ELEMENTS OF YOUR POLICY HERE:

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◉ **BRIEF EXAMPLE:** MEASURING PERFORMANCE – **Determining that the policy is working effectively.**

This policy and its implementation process should be reviewed annually. The review process should include an examination of the performance indicators and consultation with all stakeholders, including the recruitment taskforce and senior management.

To facilitate this review and meet legal obligations, keep a record of documentation that is required to monitor the effectiveness of and adherence to the recruitment process, as well as compliance with applicable law.

A continuous improvement approach will be adopted and findings will be used as a basis for improvement.

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WHAT TO CONSIDER:

Measuring performance will help determine if the policy is being implemented and followed. Consider:

- **How to determine if an effective recruitment process is in place?**

- *How to monitor this information?*

- *What will become of performance data and how will this feed into a continuous improvement approach?*

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DRAFT THE KEY ELEMENTS OF YOUR POLICY HERE:

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4. PRACTICAL STEPS TO DEVELOP THE POLICY

The table above describes elements to consider when creating a policy. To further develop the policy:

- Write this information in a policy document.

- Check that the information complies with applicable law.

- Review the draft policy with internal and external stakeholders. Incorporate feedback, as applicable.

- Communicate the final policy to all relevant parties.

- Use WORKSHEET 3 Policy to Practice to develop a procedure for implementing this policy in day-to-day activities in the facility.

WORKSHEET: Policy to Practice

Who should consider using this worksheet?

This worksheet may be used by facilities that have a recruitment policy in place and are seeking suggestions for developing a procedure (or protocol) to achieve the goals of the policy.

This worksheet provides suggestions for developing a clear, thorough and comprehensive procedure for recruiting workers, including:

1.   **What is a procedure and why is it important?**
2.   **Who is responsible for developing the recruitment procedure and who delivers it?**
3.   **How to develop the recruitment procedure and what should be included?**
4.   **Who should receive training and information?**
5.   **How to document the recruitment process?**
6.   **Practical steps to develop your procedure.**

1. WHAT IS A PROCEDURE AND WHY IS IT IMPORTANT?

A procedure:

- Is a set of work instructions.
- Provides clear guidance on **what should be done, when and by whom to make policy a reality**.
- Helps all workers (management, supervisors, etc.) understand ways to put the recruitment policy into practice.
- Should be simple to understand, logical and succinct.

TIP: The recruitment procedure may overlap with other procedures – check that procedures are aligned.

2. WHO IS RESPONSIBLE FOR MANAGING THE RECRUITMENT PROCEDURE AND WHO DELIVERS IT?

The recruitment procedure may be:

- Managed by the person responsible for the recruitment process and can be developed in collaboration with a recruitment taskforce. See roles and responsibilities in WORKSHEET 1 and 2.
- Delivered by all who have a responsibility or an action listed within the procedure.

Consult with everyone who may be expected to deliver it to determine if they have:

- **Time** to deliver the tasks.
- **Capabilities** and **skills** to deliver the task.
- **Willingness** to deliver.

Who will be responsible for developing the procedure? Should a member of finance be included to help determine cost? List them here:

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3.   HOW TO DEVELOP THE RECRUITMENT PROCEDURE AND WHAT SHOULD BE INCLUDED?

The recruitment procedure may be developed during meetings with the recruitment taskforce. During these meetings:

- Discuss and agree on the tasks that are needed to develop the procedure.

- Work through the following guidance worksheet together.

AT EACH STAGE OF THE RECRUITMENT PROCESS, CONSIDER:

- ***What needs to be done?***
  Example: Create a job advertisement.

- ***Who will do this?***
  Example: HR Manager / Support from Production Manager and Senior Manager

- ***How will they do it?***
  Example: Consult with Production Manager to:

  - Identify the skills required for the type of work to be performed.
  - Check wages, hours and benefits for similar jobs in HR records.
  - Write the job description as accurately as possible.

- Review the job description with the Production Manager.
- Gain written approval from senior manager.

- ***Who may need training and support to implement the process?***
  Example: HR manager needs to be trained in writing job descriptions

- ***What records/data will be recorded to check that everything is working as intended?***
  Example: Job advertisement

  Records of employer payment of recruitment fees, if applicable.

The table below provides a suggested framework to help develop the key elements of the procedure. Follow each stage of the recruitment process to help fully develop the procedure.

QUESTIONS TO ANSWER AT EACH RECRUITMENT STAGE:

1. ***What needs to be done?***
2. ***Who will do it?***
3. ***How will they do it?***
4. ***Is training required?***
5. ***What records/data will be recorded?***

⊙ STAGE: IDENTIFY THE NEED

The recruitment procedure may help the recruitment team to determine:

- ***Time needed to recruit.***

- *The job needs to be filled.*
- *Skills workers need to have.*
- *The length of time the worker is needed.*
- *The number of workers needed.*

TIP: Brainstorm the practical needs at this stage and identify all tasks and activities related to the need.

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Answer the above questions.

⦿ STAGE: FINDING THE RIGHT WORKER

The recruitment procedure may help the recruitment team to determine:

- *How will the right worker be found?*
- *What type of search methods will be used?*
- *Will the search be conducted directly or through a <u>labor provider</u>?*
- *What are the costs of a labor provider? Are they qualified, ethical and responsible?*
- *How will labor providers be managed and evaluated?*

TIP: Brainstorm the practical needs at this stage and identify all tasks and activities related to the need.

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⦿ STAGE: SELECTION AND CONTRACTING

The recruitment procedure may help the recruitment team to determine:

- *Ways to check if a worker is eligible to work.*
- *The worker documents to be checked.*
- *The skills of the worker.*

- *The questions to ask during job interviews.*
- *Steps to take to avoid <u>discrimination</u>.*
- *Ways to meet applicable law.*

TIP: Brainstorm the practical needs at this stage and identify all tasks and activities related to the need.

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Answer the above questions.

⊙ STAGE: ONBOARDING

The recruitment procedure may help the recruitment team to determine:

- *Information a new worker needs to know at your facility.*
- *Support that should be given to the new worker.*
- *Ways the facility can help the new worker gain the skills required.*
- *Ways the facility can help the new worker adjust quickly to the job and become satisfied with the work.*

TIP: Brainstorm the practical needs at this stage and identify all tasks and activities related to the need.

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Answer the above questions.

4. WHO SHOULD RECEIVE TRAINING AND INFORMATION?

Consider providing regular responsible recruitment training to managers and supervisors to help them understand their role and ways to perform it.

Review the procedure to determine the training and support needs that have already been identified. Compare this to potentially useful training identified in the table below.

AUDIENCE: HR TEAM

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TRAINING CONTENT:

- The facility's policies and procedures on responsible recruitment and ways to implement them.
- Laws, policy and regulations regarding recruitment, especially forced labor and underage labor.
- Selecting candidates – ways to conduct interviews and skills tests.
- Managing labor providers and contract labor.
- Communicating with candidates during a recruitment process.
- Training new workers during orientation.

AUDIENCE: PRODUCTION TEAMS INCLUDING SUPERVISORS

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TRAINING CONTENT:

- Details of the recruitment policy and procedure and their role in implementation.
- Ways to identify skills gaps/recruitment needs.
- Ways to train new workers to develop their skills.
- The role of supervisors and buddies in orientation
- Ways to identify forced labor and underage labor indicators.
- Laws and rights regarding discrimination, forced labor and underage labor.
- Linking production needs with recruitment planning (identifying needs).
- Roles and responsibilities during orientation.

Who will require training on a regular basis and what type of training will they receive?
Make notes here on the training:

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5. HOW TO DOCUMENT THE RECRUITMENT PROCESS?

Documenting the recruitment process may aid in determining if the policy and goals are being met, assessing legal compliance and determining if customer requirements are being met.

Consider the type of records to keep that demonstrate the recruitment policy is being met. This may include:

- The policy document
- Procedure
- Job advertisements
- Files for all workers containing:
    - Signed contract/s
    - Copy of worker identification documents (not originals)
    - Job description/s
    - Documentation that recruitment fees were paid by the employer
- Signed agreements with labor providers (if relevant)
- Records of checks (audits) and copies of documents from labor providers
- Worker surveys on satisfaction with the recruitment process
- Notes from review meetings and other meetings with the task force

Identify documents that will be kept at your facility. How will this information be included in your procedure? Make notes here listing the documents the facility will maintain and determine if there is any additional information to be included in your procedure.

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6. PRACTICAL STEPS TO DEVELOP YOUR PROCEDURE

The above sections may help to identify the elements to include in the procedure.
To continue to develop your procedure:

- Write this information into a procedure document.

- Review the information you included to make sure it complies with applicable law.

- Review the draft procedure with stakeholders involved in implementing it.

- Seek approval from the most senior person responsible for recruitment.

- Communicate the procedure to relevant parties.

- Use WORKSHEET 4 - Monitoring Effectiveness to develop a process for monitoring the effectiveness of the procedure.

WORKSHEET: Monitoring Effectiveness

Who should consider using this worksheet?

This worksheet may be used by facilities that have a recruitment <u>policy</u> and <u>procedure</u> in place, and that want to learn more about monitoring the effectiveness of their policies and procedures to:

- Check that the recruitment process is functioning well.
- Identify areas for improvement.

Why use this worksheet?

This worksheet provides guidance on the following:

1. **Why is it important to monitor performance of the recruitment process?**
2. **What information can be monitored and how?**
3. **Who will be responsible for monitoring recruitment data?**
4. **How to use information effectively?**

1. WHY IS IT IMPORTANT TO MONITOR PERFORMANCE OF THE RECRUITMENT PROCESS?

Monitoring the recruitment process may help facilities to:

- Determine if the process is working well and whether the benefits of good recruitment are being realized.
- Identify areas for improvement.
- Meet policy goals, business benefits and legal requirements.

2. HOW CAN FACILITIES MONITOR THE RECRUITMENT PROCESS?

Facilities may monitor:

- How well the recruitment process is being implemented at the facility (process monitoring).
- The impact and benefits achieved due to the recruitment process (impact monitoring).

There are two key ways of monitoring:

1. Interviews with workers, supervisors, managers and <u>labor providers</u> (qualitative data).
2. Data tracking on specific key metrics (quantitative data).

NEXT STEP: Consider these questions/answers to help collect information needed to monitor recruitment processes.

◉ IDENTIFY THE NEED

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EXAMPLE OF QUESTIONS TO ASK:

- *Do HR and production teams work together to identify skills needed and the number of workers required?*
- *Does recruitment planning occur in advance of need?*
- *Are checks performed to determine if existing workers can meet the need?*

QUESTIONS TO ASK AT YOUR FACILITY - Make notes:

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POTENTIAL SOURCES OF INFORMATION TO DOCUMENT AND ANALYZE:

- *Interview questions*
- *Skills tests*
- *Recruitment plan*
- *Overtime records*
- *HR and production team feedback*

SOURCES OF INFORMATION YOU WILL DOCUMENT AND ANALYZE
- Make notes:

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◎ **FINDING WORKERS**

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EXAMPLE OF QUESTIONS TO ASK:

- *Do <u>job descriptions</u> match actual roles?*
- *Do labor providers sign agreements to comply with your recruitment policy?*
- *Do labor providers meet policy requirements in practice?*

QUESTIONS TO ASK AT YOUR FACILITY - Make notes:

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POTENTIAL SOURCES OF INFORMATION TO DOCUMENT AND ANALYZE:

- *Compare <u>job advertisements</u> and job descriptions*
- *Worker <u>survey</u>: feedback on how well jobs match expectations*
- *Labor provider signed agreements*

- *Copies of labor provider worker documents*

SOURCES OF INFORMATION YOU WILL DOCUMENT AND ANALYZE
- Make notes:

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◎ SELECTION AND CONTRACTING

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EXAMPLE OF QUESTIONS TO ASK:

- *Are workers eligible to work?*
- *Do workers sign contracts, if applicable?*
- *Are workers tested on skills before hiring?*
- *Are workers asked about their work experience before hiring?*
- *Does discrimination take place in the hiring process?*
- *Are workers contracted through labor providers treated equally and according to the recruitment policy?*
- *Are any workers asked to pay fees for employment?*

QUESTIONS TO ASK AT YOUR FACILITY - Make notes:

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POTENTIAL SOURCES OF INFORMATION TO DOCUMENT AND ANALYZE:

- *Copy of documents - e.g., worker identification and work permits*
- *Signed copies of all contracts with full details*
- *Review labor provider documentation for workers*
- *Conduct employee worker survey*

SOURCES OF INFORMATION YOU WILL DOCUMENT AND ANALYZE
 - Make notes:

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◉ **ONBOARDING**

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EXAMPLE OF QUESTIONS TO ASK:

- *Do workers receive an orientation?*
- *Do workers receive on the job training and support?*
- *Is the buddy system working?*

- *Is the performance of new workers improving and are the relevant skills being learned and targets being met?*

QUESTIONS TO ASK AT YOUR FACILITY - Make notes:

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POTENTIAL SOURCES OF INFORMATION TO DOCUMENT AND ANALYZE:

- *Training plan and training documents; Onboarding checklist*
- *Buddy training and list of new workers and allocated buddies*
- *Worker feedback*
- *Skills tests of new workers demonstrating improvement over time*
- *Targets for new workers show that goals are being met and any applicable performance-based bonuses being achieved*

SOURCES OF INFORMATION YOU WILL DOCUMENT AND ANALYZE
- Make notes:

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◉ OVERALL SUCCESS OF RECRUITMENT PROCESS

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EXAMPLE OF QUESTIONS TO ASK:

- *Are workers satisfied in their jobs?*
- *Do workers stay at the facility for a long time – i.e., low turnover?*
- *Do HR and production teams feel recruitment is successful and meets company needs?*
- *Is production performance improving – e.g., less <u>overtime</u>, orders achieved on time and quality improving?*

QUESTIONS TO ASK AT YOUR FACILITY - Make notes:

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POTENTIAL SOURCES OF INFORMATION TO DOCUMENT AND ANALYZE:

- *Worker surveys/feedback*
- *Worker complaints*
- *Meetings with worker representatives*
- *Worker turnover for workers under six months, and for all workers*
- *Reasons for leaving (established through exit interviews, if local law allows)*
- *Production records on overtime, efficiency and quality*

SOURCES OF INFORMATION YOU WILL DOCUMENT AND ANALYZE
- Make notes:

3. WHO WILL BE RESPONSIBLE FOR MONITORING RECRUITMENT DATA?

A member of the recruitment taskforce (or a small sub-team, if a taskforce does not exist) may monitor progress. Senior management might need to be informed of the outcomes.

When tracking data:

- Collect the proper amount of information.
- Maintain accurate and up-to-date records.
- Present data simply and clearly.
- Investigate trends, inaccuracies, non-compliances and unexpected findings.
- Discuss (as a team) the potential meaning of the findings.
- Agree on next steps to improve and complete an action plan.

TIP: It may be useful to review the recruitment process every year and/or after there has been a significant increase in recruitment – e.g., after peak seasons.

Determine who will track and analyze the data. Do they need training to do this job well?

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4. HOW IS INFORMATION USED EFFECTIVELY?

The collected information may provide an overview of key issues and lead to a comparison of performance over time. This information may help to identify challenges and make improvements.

Next step: Develop an Improvement Plan based on findings and monitor progress of this plan. The table below shows two examples and actions that could be taken to improve.

ISSUE UNCOVERED THROUGH MONITORING

Not all workers have contracts.

NEXT STEPS:

1. Draw up contracts for each worker without a contract, in a language the worker understands.
2. Explain the contract to the worker and ask the worker to sign.
3. Save these contracts in each worker's personnel file.
4. Determine why contracts have not been signed – discuss with the person responsible for contracts.

ISSUE UNCOVERED THROUGH MONITORING

A high percentage of workers leave within three months of starting at the facility.

NEXT STEPS:

1. Analyze worker feedback; speak to new workers, if needed.
2. Identify the training new workers received and determine if it is sufficient. Enhance, if needed.
3. Determine if the job advertisement truly matches the actual job.
4. Determine if reasonable changes can be made to increase worker satisfaction.

1. **2.** **3.** **4.** **5.**

After collecting and analyzing data, determine the actions to be taken. Who will review the findings, decide on process improvements and implement the Improvement Plans? Is this a job for one individual or the recruitment task force? Make notes here:

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WORKSHEET: Troubleshooting

Who should consider using this worksheet?

This worksheet may be used by facilities that are having difficulty developing effective policies and procedures. Guidance in WORKSHEETS 1 - 4 has been followed, but challenges are still occurring.

This worksheet provides guidance on the following:

1. **Key elements of an effective recruitment process.**
2. **Frequently Asked Questions**

1. KEY ELEMENTS FOR SETTING UP AN EFFECTIVE RECRUITMENT PROCESS

Start by:

- Identifying areas that might be problematic.
- Reviewing the diagnostic tool – answer questions honestly and determine if there is a worksheet that could help.
- Review all worksheets and check if there are any elements missing in your process.

2. FREQUENTLY ASKED QUESTIONS

Here are some common questions and answers to consider:

Q: When I need workers, it is so urgent that I have no option but to use labor providers. How can I change this?

A: Using ethical and responsible labor providers can provide valuable support, but the relationship needs careful management. Consider:

- During quieter production periods, making advanced plans and forward planning.
- Holding meetings with potential labor providers to make sure they are ethical and responsible.
- Training the labor provider on the facility's recruiting requirements, policies and procedures.
- Consolidating the number of labor providers to reduce time spent managing relationships.
- Developing a better, stronger resource for recruiting in-house.

Q: It is difficult to find workers. I hire any person who is willing to work. I have no time for checks. Why is this a problem?

A: Not checking to determine if a worker is entitled to work can cause significant problems – he may be underage or not allowed to work in the country. It is an important part of complying with the law and applicable customer requirements. To address this:

• Think of ways to find new workers – what methods could be used to advertise?

• Consider if advertising can be done more often or well ahead of production peaks to help increase the number of workers available when they are really needed.

When a candidate is chosen:

• Check their passports or other identification documents and work permits.

• Photocopy their documents on hiring and return the documents.

• Avoid hiring workers without these documents.


Q: How else can I recruit workers?

A: In challenging labor markets, where it is increasingly difficult to attract workers, consider:

• Providing worker skills training.

• Improving canteen food, transportation and/or accommodation.

• Providing special benefits, such as day trips and bonuses for good work.

• Improving working relationships between supervisors, managers and workers. Promoting a supportive, happy workplace can really help to attract and retain workers.

Q: I keep my workers' passports. Is this a problem?

A: Yes. Passports should not be withheld, even with worker consent. If a worker is concerned about the security of his passport, provide a locked space that only the worker can access.
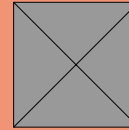
Definitions

Buddy System/Mentor: A buddy (or mentor) system assigns an experienced worker who is familiar with the company culture, rules and regulations to mentor a new hire. A buddy offers new workers advice and information, is someone the new worker can approach on an informal basis, is a friendly face in an otherwise unfamiliar environment, and can help new workers find the right worker to solve any issues that arise. Buddies are a key success factor during the orientation period (first two to six weeks). A buddy should be a senior or experienced worker, and not a manager or supervisor.

Discrimination: Unjust or prejudicial treatment that uses workers' status or traits as a basis for hiring, compensation, promotion, termination, retirement practices, and access to training decisions.

Forced Labor: Forced labor is all work or service that is exacted from any person under the menace of any penalty and for which the worker does not offer herself/himself knowingly and voluntarily.

Identification Documentation: Any document which may be used to prove a person's identity, such as an identity card or passport.

Job Advertisement: An announcement in a newspaper or other medium about a job vacancy, designed to attract suitable qualified candidates for a job.

Job Description: A written document that sets out the main tasks for a specific role. The job description will normally include pay rate/grade, reporting lines and expected working hours and times. An important aspect of the job description is competency requirements for the job (experience, qualifications, skills, behavior and attitude) as these should be used to assess the suitability of candidates.

Labor Provider: (also referred to as labor brokers, private or public recruitment agency, labor dispatch agencies, recruitment agent). An entity (person or company), which provides services in a recruitment process. This can include the complete recruitment process from identifying needs to hiring workers, or it can include some of the elements in a recruitment process, such as finding and short listing candidates for the business to interview. It can also refer to agents that take on the full responsibility of hiring workers who are then dispatched for work into workplaces. Employers, not workers, pay any recruitment fees.

Orientation: The information and initial training given to a new worker.
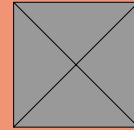
Examples include worker handbooks, brochures, health and safety training and information, information on how to register working hours, how to use Personal Protective Equipment and the location of toilets, clean drinking water, canteens, crèches and dormitories (where relevant).

Overtime: Extra time worked outside the normal working hours and for which premium wages are paid. Local law will usually set limits on overtime by week, month, quarter, or year, and specify premium wage rates for these extra hours.

Recruitment Fee: A fee paid to an agent or broker by an employer to cover costs for attracting, selecting, and hiring a worker. Workers should not be required to pay a recruitment fee. See responsiblerecruitmenttoolkit.org

Recruitment Policy: A written document that sets out the main principles that the company applies in its recruitment process.

Underage Labor: The recruitment, hiring and employment of underage workers per applicable law.

Worker Turnover Rate: Worker turnover rate (WTR) is often calculated as a percentage of the number of workers who left the company divided by the total workforce at the start of the year (plus new recruits. High turnover can be financially costly to a facility because time and resources are used filling the position and training the new employee. In addition, high turnover can lower employee morale and motivate workers to leave their facility because they see their peers doing the same thing. High turnover can also make the remaining employees more stressed because they have to fill in the gaps until a new employee is hired and trained.