



IOM Labour Migration Process Mapping Toolkit			
Labour Recruiter Management Interview Tool			
Sheet number	Tool	When to use this tool	Guidance
1	Key principles	Prior to beginning labour migration process mapping and during introductory meetings with stakeholders	<p>1.1 Use this tool to understand the key principles that should underpin all labour migration process mapping activities.</p> <p>1.2 Communicate these principles to site management during the introductory meeting and opening meeting of the assessment. See the Labour Migration Process Mapping Guide for more detail on the principles.</p>
2	Document request list	Before and during the assessment	<p>2.1 Review the template document request list and add or remove relevant documents as needed based on research and preparation activities carried out under phases 1–3 of labour migration process mapping, as described in the Labour Migration Process Mapping Guide.</p> <p>2.2 Share this document request list with the business enterprise during the opening meeting, and ask them to bring the documents to the document review meeting.</p> <p>2.3 Use this sheet to document which records have been provided and any relevant notes.</p>
3	Management interview questionnaire	Before, during and after the assessment	<p>3.1 Before the assessment, review this questionnaire and adapt the questions as needed based on research and preparation activities carried out under Phase 3 of labour migration process mapping, as described in the Labour Migration Process Mapping Guide.</p> <p>3.2 Use the questions to guide interviews with management staff and capture notes during the assessment. The list of questions is not exhaustive, but indicates what key areas related to the recruitment, employment and return of migrant workers should be covered in the management interviews.</p> <p>3.3 After the assessment, use the interview notes to complete analysis of the information provided.</p>
<p>In some cases, workers may undertake collective action or voice collective grievances outside of the interview room during the assessment. Examples could include refusal to work, leaving production lines, returning uninvited to the interviewer, asking for an audience with management, or calling for the assessor’s involvement. In these cases, the lead assessor should:</p>			
1	Stop all interviews immediately.		
2	Ensure the safety of assessment team members. Ensure team members are not drawn into difficult situations.		
3	Approach site managers to communicate that the assessor cannot play an intermediary role in this situation.		
4	Based on the assessment team’s experience level, judge whether you are in a position to provide support, and if so, what type. Recommend that managers and migrant workers engage in dialogue to resolve such cases in accordance with applicable laws and regulations, reaching out to the embassy, local mediators or other support organizations where necessary or possible. However, if the assessors do not feel they are in a position to support, or for any reason feel at risk, follow steps 1–3.		



Key Principles For Interviews	
1	Meaningful engagement with and protection of migrant workers. Consult, engage and include migrant workers from all demographic groups, where possible. Enable migrant workers to participate in activities voluntarily, and take all necessary action to protect them from harm and retaliation.
2	Access to effective grievance mechanisms and remediation. Provide access to effective grievance mechanisms and remediation.
3	Confidentiality and data protection. Ensure confidentiality and data protection of all information.
4	Non-discrimination. Act in an inclusive and sensitive manner towards migrant workers of all demographic groups.
5	Transparency and integrity. Act with transparency and integrity throughout the interviews: disclose relevant information and allow management to present their point of view.
6	Accountability. Establish and communicate clear lines of accountability and responsibility.



Document Request List Template: Employer Assessments

The below template lists a range of documents that could be reviewed as part of the labour recruiter assessment. Please review the list and adapt it as may be appropriate for the particular scope of the assessment to be carried out. Share the list with the labour recruiter at the beginning of the assessment (during the introductory meeting) and ask them to bring the requested documents to the designated document review slot in the agenda.

Note: For business enterprises with limited capacity (for example, small business enterprises that do not have dedicated resources to support assessments), it may be challenging to gather all of the requested documents on the assessment day. The assessment team should propose a reasonable amount of time for the labour recruiter to provide the requested documents based on the context of the assessment, providing the document request list a couple of days in advance, if considered necessary.

Employer Assessment Document Request List

No.	Documents	Provided (Y/N)	Details
Business overview			
1	Business overview, including list of office and branch locations and addresses		
2	Breakdown of the number of people employed, disaggregated by gender, nationality, office (if applicable) and [insert other relevant factors], including part-time or otherwise contracted staff		
3	Breakdown of the number of migrant workers recruited in the past three years, with breakdown by gender, nationality, and country, sector, or site of destination (as best applies to the labour recruiter's business model)		
Formal policies and procedures			
4	Policies and procedures related to forced labour		
5	Policies and procedures related to ethical recruitment practices		
6	Policies and procedures related to use of subagents		
7	Policies and procedures for protecting against charging of recruitment fees and related costs		
8	Policies and procedures for collection of migrant workers personal documentation (passports as well as any other documentation)		
9	Policies on the charging of deposits or other collateral		
Business partners			
10	List of all labour recruiters and subagents used		
11	Licenses for all labour recruiters and subagents listed		
12	Examples of contracts or service-level agreements with business partners (employers, subagents, service providers) showing the terms of the agreement and clauses on payment terms (if applicable)		
Advertising			
13	Example of job advertisements and job notices posted		



Document Request List Template: Employer Assessments			
Employer Assessment Document Request List			
No.	Documents	Provided (Y/N)	Details
Due diligence procedures			
14	Evidence of due diligence carried out on employers		
15	Policies and procedures around use of labour recruiter partners, subagents and service providers that assist with the recruitment process		
16	Examples of selection criteria used		
17	Example contracts or service level agreements with any subagents or service providers used (including in both origin and destination countries, where applicable)		
18	Evidence of due diligence or monitoring on these agencies (for example, risk assessment or audit reports, interview notes, corrective action plans)		
19	Evidence of monitoring activities to check whether workers have paid recruitment fees and costs on arrival or post-arrival in country of destination		
20	Evidence of any complaints or actions taken against subagents or service providers for breach of policy, and resulting actions taken to address the issue		
21	Evidence of complaints against subagents, service providers or employers, regarding their recruitment practices		
22	Examples of the channels through which key policies (policies on recruitment fees, document retention, subagents) are communicated to business partners (employers, labour recruiter partners, subagents and service providers involved in recruitment).		
Audit and certification documents			
23	Any audit reports covering recruitment practices, such as a Responsible Business Alliance audit report		
24	Any training certificates or other qualification related to ethical recruitment, such as Responsible Business Alliance training or IOM IRIS certification		
Documents relating to fulfilling quotas			
25	Example of quota request form from [insert business enterprise name]		
26	Example of quota request form from another business enterprise (that is, the client)		
27	Example of documentation, approval and authorization documents submitted to [insert the name of the relevant authority] by labour recruiter in order to begin filling quota		



Document Request List Template: Employer Assessments			
Employer Assessment Document Request List			
No.	Documents	Provided (Y/N)	Details
Documents provided to candidates			
28	Example agreements and contracts with candidates that they sign to begin the recruitment process		
29	Information pack and all information provided to candidates throughout recruitment process (such as an introduction, induction pack, or offer letter)		
30	Summary or overview (or if available, a process map or flow chart) showing all steps for candidates during the entire recruitment process		
31	Any documents candidates are required to sign, or video testimonials (such as a declaration form or video confirming no recruitment fees and related costs were paid)		
Recruitment fees and related costs			
32	Itemised list of all recruitment fees and costs per candidate, including labour recruiter and subagent service fees		
33	Breakdown of which fees and costs are paid by each party, including employers, labour recruiters and migrant workers (if applicable)		
34	Documentation of any recruitment fees and costs paid by the employer (if any), such as receipts, bank transfers		
35	Where migrant workers do pay recruitment fees or related costs: an itemised list of allowable fees charged to workers		
36	Evidence of remedy provided to migrant workers (for example, receipts evidencing reimbursement of recruitment fees)		
37	Loan agreements between migrant workers and the labour recruiter to cover the recruitment fees and related costs		
Grievance mechanisms			
38	Evidence of any grievance mechanisms and procedures, and how these are communicated to migrant workers (for instance, labour recruiter's own helpline, third-party helpline, or civil society partners)		



Management Interview Questionnaire: Employers			
Part A: Interview			
Introduction			
[Insert text that provides a brief overview of the project and explains the purpose of the interview. At this point you should have already covered the key principles during the opening meeting. Indicate how much time the interview will take.]			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Business overview			
1.1	Can you please provide a brief overview of the business enterprise?		
1.2	What are your office locations, including local offices and branches?		
1.3	How many employees do you have in total?		
1.4	How many migrant worker candidates do you recruit for business enterprises each year?		
1.5	What is the gender composition of migrant workers you recruit?		
1.6	What are the nationalities of workers recruited?		
1.7	How many business enterprises do you hold contracts with, currently, for the purposes of recruiting migrant workers?		
For labour recruiters in the country of origin of migrant workers, only			
1.8	For which countries of destination are you recruiting migrant workers?		
1.9	Do you use any subagents to recruit migrant workers?	Yes/No/Unsure	
1.10	If yes, how many?		
For labour recruiters in the country of destination of migrant workers, only			
1.11	From which countries of origin do you recruit migrant workers?		
1.12	How many labour recruiters do you work with in each country?		
Key labour recruiter policies			
2.1	"Do you have policies relating to your own staff on: - Forced labour - Non-discrimination If yes, how are these implemented in practice?"	Yes/No/Unsure	
2.2	How are labour recruiter staff and candidates informed about these policies?		
Recruitment			
Recruitment policy			
3.1	Do you have a recruitment policy?	Yes/No/Unsure	
3.2	If so, what does it cover?		



Management Interview Questionnaire: Employers			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Recruitment			
Recruitment policy			
3.1	Do you have a recruitment policy?	Yes/No/Unsure	
3.2	If so, what does it cover?		
3.3	Are you committed to the Employer Pays Principle?	Yes/No/Unsure	
3.4	What actions are taken to implement the recruitment policy in practice?		
3.5	How is this policy communicated to business partners, including subagents or service providers that support the recruitment process?		
3.6	Can you provide an itemized list of recruitment fees and related costs per candidate, including allowable fees and who is responsible for paying them?	Yes/No/Unsure	
3.7	How did you calculate these costs?		
3.8	Do your contracts with the business enterprise in the country of destination sufficiently cover these costs?	Yes/No/Unsure	
3.9	Describe the process by which your business enterprise makes a commission?		
Recruitment process			
4.1	How do you manage recruitment, from start to finish? Please explain the process from beginning to end.		
4.2	What media do you use for advertising job roles?		
4.3	If you are fulfilling a quota, how many applications do you receive per position?		
4.4	What is the average lead time you take to manage recruitment quotas (time elapsed from when the employer sends the demand letter to the worker's interview with employer)?		
4.5	Is this lead time sufficient? If not, why not?	Yes/No/Unsure	
Recruitment due diligence			
For labour recruiters in the country of origin of migrant workers, only			
5.1	How do you select subagents and service providers to work with?		
5.2	Do you have set selection criteria? If yes, what are they? If not, why not?	Yes/No/Unsure	
5.3	What do you know about subagents' recruitment practices?		
For labour recruiters in the country of destination of migrant workers, only			
5.4	How do you select labour recruiters to work with in countries of origin?		
5.5	Do you have set selection criteria? If yes, what are they? If not, why not?	Yes/No/Unsure	



Management Interview Questionnaire: Employers			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Recruitment			
Recruitment due diligence			
For all labour recruiters (in countries of origin and destination)			
5.6	What level of visibility do you have of the overall supply chain, including labour recruiters, subagents and service providers involved?		
5.7	What type of due diligence is done to check business partners have ethical practices?		
5.8	Is there is a risk-assessment approach in place? If yes, how does it work?	Yes/No/Unsure	
5.9	Do you think it is effective? If so, why?	Yes/No/Unsure	
5.10	Is the issue of worker-paid recruitment fees an area of focus for you and your customers? If yes, have you or your customers carried out any assessments focused on this topic?	Yes/No/Unsure	
5.11	If yes, what have assessments found to date?		
5.12	Do you carry out any monitoring activities to check if migrant workers have paid any recruitment fees or related costs? If so, when and how?	Yes/No/Unsure	
5.13	If the labour recruiter has a zero recruitment fee policy: Do you ask migrant workers to declare that they haven't paid any recruitment fees or related costs at any point?	Yes/No/Unsure	
5.14	Does the labour recruiter provide migrant workers with any loans to cover recruitment fees and related costs?	Yes/No/Unsure	
5.15	If so, are migrant workers required to sign any loan agreements?		
5.16	What is the arrangement for migrant workers to pay the loan back?		
5.17	Are there any channels for migrant workers to raise grievances related to the recruitment and return process?	Yes/No/Unsure	
5.18	Are these channels provided to migrant workers during recruitment and return? If so, how?	Yes/No/Unsure	
5.19	Does the labour recruiter have a remediation process in place for providing remedy to migrant workers adversely impacted during the recruitment process?	Yes/No/Unsure	
5.20	Are migrant workers reimbursed for recruitment fees and costs (where applicable) if they fail the medical exam or if their employment does not go ahead for another reason?	Yes/No/Unsure	
5.21	How is this payment made and what is agreed?		
Verification of migrant worker age (child labour)			
6.1	How do you verify the age of the candidate migrant worker?		



Management Interview Questionnaire: Employers			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Recruitment			
Contracts and service-level agreements with labour recruiter partners or subagents			
7.1	Are contracts with labour recruiters or subagents in countries of origin in place?	Yes/No/Unsure	
7.2	Do you have any requirements related to the use and management of subagents?	Yes/No/Unsure	
7.3	Do the contracts with labour recruiter partners and subagents specify that recruitment fees and costs must not be charged to migrant workers?	Yes/No/Unsure	
7.4	Do labour recruiters and subagents clearly understand this requirement?	Yes/No/Unsure	
7.5	Is a transparent and itemized list of recruitment fees and costs and who pays them included in agreements with labour recruiter partners and subagents?	Yes/No/Unsure	
7.6	"Are there contract clauses and policies on: - Document retention - Charging of deposits or other collateral? "	Yes/No/Unsure	
7.7	Do you pay any service fees to labour recruiter partners and subagents?	Yes/No/Unsure	
7.8	If so how much is paid, and is this sufficient to cover the labour recruiter partner or subagent's costs?		
7.9	Is there anything you'd like to change about these contracts? Why?	Yes/No	
7.10	Are you able to ensure that labour recruiter partners and subagents operate legally or have the required license granted by the relevant public authority? How?	Yes/No/Unsure	
7.11	At which point are you paid by your client?		
7.12	Are there any situations where you would not be paid in full by your client? Please describe.	Yes/No	
Communication on employment terms and conditions			
8.1	How and where do you obtain information from your clients about the terms and conditions of employment (for example, salary, working hours) that you present in job advertisements?		
8.2	What type of information is provided to migrant workers during the recruitment process?		
8.3	What checks are in place to monitor whether the information provided to migrant workers is communicated correctly?		
8.4	How and when are workers briefed on the terms and conditions of their employment during the recruitment process?		



Management Interview Questionnaire: Employers			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Recruitment			
Communication on employment terms and conditions			
8.5	Who briefs them? In which language?		
8.6	Is the information provided verbally, in writing, or both?		
8.7	When are they given details on what site they will work at and in what position?		
Contracts with migrant workers			
9.1	Are migrant workers provided with an offer letter and/or contract in their native language? When?	Yes/No/Unsure	
9.2	What information, terms and conditions are included in migrant worker contracts? Are you required to use standard employment contracts?		
9.3	Do migrant workers have to sign a new contract upon arrival in the destination country? If so, why?	Yes/No/Unsure	
9.4	Are new provisions added to the contract at any point? If so, how is the migrant worker consulted on this?	Yes/No/Unsure	
9.5	How is migrant worker contract signing managed? Are migrant workers provided with time to review contracts? How much time?		
Retention of identity documents			
10.1	Do you hold migrant workers passports or identity documents at any point during the recruitment process?	Yes/No/Unsure	
10.2	If so, for what purpose and for how long do you keep them?		
10.3	Are migrant workers informed about this process and do you obtain their consent?	Yes/No/Unsure	
10.4	Can migrant workers access their documents if they need them?	Yes/No/Unsure	
10.5	Do migrant workers have to meet certain conditions before their documents are returned, such as paying recruitment fees and related costs?	Yes/No/Unsure	
Employment			
11.1	Are you involved in employment-related processes once the migrant worker arrives in the country of destination? If so, how?	Yes/No	
11.2	Are migrant workers able to contact you, or access other grievance mechanisms in case they have any complaints of concerns during their employment?	Yes/No	
11.3	What is the process for resolving a complaint?		
11.4	Do you take any precautionary measures to ensure that migrant workers return to their employment after annual leave or contract breaks? If so, what measures?	Yes/No	



Management Interview Questionnaire: Employers			
No.	Question	Conclusion (if yes/no/unsure)	Notes
Employment			
For labour recruiters in the country of destination of migrant workers, only			
11.5	Do you provide transportation between workplace and accommodation? If so, do you take any steps to make this safe?	Yes/No	
Return			
12.1	Do employment contracts include provisions for early termination?	Yes/No/Unsure	
12.2	Are you involved in the arrangement of return processes?	Yes/No	
12.3	If yes, how do you manage migrant workers' return to their country of origin?		
12.4	What steps are completed as part of the end-of-service protocol?		
12.5	Are there any conditions whereby migrant workers lose their entitlement to end-of-service pay or benefits (such as annual leave pay or gratuity)?	Yes/No/Unsure	
12.6	Who covers the costs of return travel?		