FLA TOOL BOX

DESIGNED TO HELP FAC-
TORIES EVALUATE AND
IMPROVE COMPLIANCE
PERFORMANCE

3

Fair Hiring Processes
From Job Description to Performance Assessment

Objective

The FLA toolbox on Hiring takes a close look at the hiring process, highlighting possible risks of unfair and discriminatory practices.

Hiring is a process that includes not only recruitment, but also runs the gambit from the decision to create a job or to fill a vacancy, to the work performance assessment of new workers. Thus, the FLA toolbox covers all steps of the hiring process, including job description, recruitment, orientation and performance assessment.

Benefits

The FLA firmly believes that good hiring leads to more stable employment and more sound labor-management relations, both of which lead to greater code compliance. Good policies and procedures on hiring also reduce the risk of discrimination, child labor, harassment and abuse and other code violations.

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3 Steps to Building An Effective Hiring Procedure

Step 1 Know the situation at your workplace, through:
- Management Self-Assessment Tool
- Workers Survey

Step 2 Conduct capacity building, via:
- Face-to-Face Courses
- E-courses

Step 3 Evaluate changes you put in place, by:
- Management Self-Assessment*
- Workers Survey*
- Progress Tracking Charts

*Before and after analysis

The **Fair Labor Association** (FLA) is a collaborative effort to improve working conditions in factories around the world. By working cooperatively with forward-looking companies, NGOs and universities, the FLA developed a workplace code of conduct based on ILO standards, and created a practical system of monitoring, remediation and verification to achieve these standards. For more information on the FLA, our processes, or the participants, please visit our website at http://www.fairlabor.org.

TRAINING COURSE: THE HIRING PROCESS

Approach

Hiring the right employees and investing in employee retention are strategic issues for organizations. The Fair Labor Association encourages companies to put in place procedures to establish and/or reinforce fair, objective and nondiscriminatory hiring processes.

The hiring process has various steps, from developing job descriptions, to designing recruitment strategies, selecting the candidates and organizing induction and training of new employees. In order to fill a vacancy with the most suitable candidate, all of these steps are necessary.

This Sustainable Compliance Instructional Materials (SCIM) course walks participants through the hiring process, offering professional guidance and advice at each step, not only to help the organization find the right candidate but also to maximize productivity by matching the right candidate with the right job.

Methodology

Through theoretical explanations, exercises, case studies, and analysis of real hiring procedures, participants gain a better comprehension of good hiring concepts and principles. They learn how such knowledge can be applied in practice within their organizations and used to help design or revise their own procedures. Participants are also encouraged to compare the benefits and disadvantages of the different hiring processes designs.

Participants assess the effectiveness viability and efficiency of their procedures in light of the principles learned. The SCIMs include guidelines of good practices and training materials that users can access through the FLA Training Portal or during a live training session.

Content

This SCIM course is divided into two parts:

The first part focuses on general aspects of managing the hiring process, illustrating different steps in the process and principles to follow.

The second part focuses specifically on the steps that every company takes when hiring -- drafting job descriptions, selection tools, design of application forms, recruitment resources, and reception of new employees -- and offers practical hands-on training on each.

ONLINE TOOLKIT: THE HIRING PROCESS

Objective

Similar to face to face training, the Hiring online toolkit shows how to design and implement hiring processes and practices that contribute to the achievement of an organization's business objectives, both at the factory and institutional levels.

Content

The online toolkit covers the factory's procedures, polices and practices from the decision to hire employees, to selection criteria, job descriptions, the existence and content of contracts, orientation training and ensuring fair, objective and non-discriminatory hiring practices.

The Hiring online toolkit can be accessed by all FLA members on the training portal.

OUTLINE OF THE INSTRUCTIONAL MATERIAL

- ✦ SESSION 1: How important is the hiring process in your factory?

- ✦ SESSION 2: What measures does my factory need to take?

- ✦ SESSION 3: What are the steps of a hiring procedure?

- ✦ SESSION 4: Who makes the hiring decisions?

- ✦ SESSION 5: What general principles should a hiring procedure follow?

- ✦ SESSION 6: What is a job description?

- ✦ SESSION 7: What selection tools should my factory use?

- ✦ SESSION 8: What sources of recruitment should my factory use?

- ✦ SESSION 9: What are the benefits of a diverse workplace?

- ✦ SESSION 10: Case study

SUSTAINABLE COMPLIANCE ASSESSMENT TOOLS

Management Self-Assessment tool

The Management Self-Assessment tool on Hiring takes a close look at the hiring process, highlighting possible risks of unfair and discriminatory practices. For each step of the process, the tool assesses factors such as policy, procedure, training, implementation, communication, documentation, workers' integration and awareness, and captures all important elements to map out a comprehensive picture of a factory's compliance performance. The risk of noncompliance is significantly higher if one or more of these factors are missing or incomplete. A score below three (on a five-point scale) indicates substantive problems and serious risk of noncompliance.

Methodology

The Management Self-Assessment on Hiring Procedure is a quantitative tool consisting of a range of multiple-choice questions. The answers to the questions either support or reveal weaknesses in a factory's compliance. The data generated by the Self-Assessment displays a factory's compliance score juxtaposed with the Hiring Procedure guidelines.

Sincerity, Support, Progress

Management Self-Assessment tools are embedded in a comprehensive problem solving process. This process starts with an analysis of needs, then offers capacity building tools to address those needs, and subsequently communicates measurements of progress. Measurement of progress is only possible if the baseline is correctly and candidly identified. After an average 12 months of capacity building, the Self-Assessment is repeated to gauge the impact. The results of the Self-Assessment can be compared to those of the workers surveys to verify the integrity of the data.

SCOPE Workers' Survey:

The views of workers are essential to ensure the consistency and sustainability of compliance. Workers' perspectives, gathered through the Sustainable Compliance Workers' Perspectives Survey (SCOPE), are a part of the baseline study. Workers should also be involved in capacity building. Their experience and perception of change is essential criterium when measuring impact.

Method & Organization of Interviews

SCOPE is a standardized quantitative survey. Workers complete a questionnaire comprised mainly of multiple-choice questions. All workers' interviews are anonymous, and the FLA ensures participating workers' protection.

Sample

Workers participating in SCOPE are chosen randomly from a list of factory workers. The sample size correlates with the size of the factory's workforce. The survey instrument covers Grievance Procedures from a workers' perspective (e.g., have workers ever used a complaints channel, complained through other means, what was the follow-up, have workers been integrated into the procedure, etc.).

Comprehensive Picture

Whenever possible, the SCOPE topics mirror the Management Self-Assessment tool (e.g., policy, procedure, training, etc.) to collect comparable data. Each of these factors is measured through 5 to 10 questions (items) that add up to a final score. The results are then directly compared to those from the Management Self-Assessment. The SCOPE survey and the Self-Assessment can be repeated after a period of time to explore a factory's progress.

Progress Tracking Charts

Indicators measure a factory's progress during the capacity building phase. They provide a picture on whether what was learned during capacity building is actually implemented on the factory floor. The indicators for hiring are turn over rates, vacancies to be filled and training for new employees. Factories collect the necessary indicator data monthly and thus allow the preparation of periodic reports on progress and issues during the project.

Measured Dimensions

- Hiring policies & procedures
- Fair, objective, transparent and non-discriminatory hiring practices
- Recruitment
- Selection
- Existence of a contract and its contents
- Orientation training
- Performance assessment

For more information please visit the

FLA TRAINING PORTAL

tp.fairlabor.org

FLA ASSESSMENT PORTAL

ap.fairlabor.org

Or contact us on

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