

Designing Effective Human Rights Training

BSR Sustainability Matters Webinar | November 10, 2016



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The Business of a Better World

Good Practice Note Available at <https://www.unglobalcompact.org/library/4781>

Webinar Agenda

1. Michelle Lau-Burke, UN Global Compact, Overview of the Good Practice Note
2. Peter Nestor, BSR, Key Findings from Good Practice Note
3. Jonathan Drimmer, Barrick Gold, Putting Principles into Practice
4. Michael Sacks, Eukleia Training, Case Study with *Stronger Together*



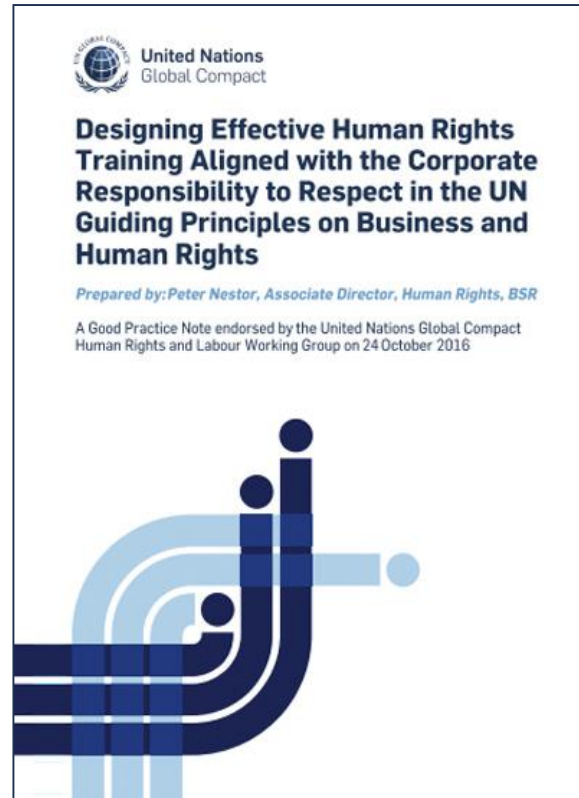
TRAINING & CORPORATE RESPONSIBILITY TO RESPECT HUMAN RIGHTS

Michelle Lau, Manager, Social
Sustainability, Poverty & Health



United Nations
Global Compact

Designing Effective Human Rights Training Aligned with the Corporate Responsibility to Respect in the UN Guiding Principles on Business and Human Rights



<https://www.unglobalcompact.org/library/4781>

Act Responsibly



Find Opportunity



Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.



Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.



Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.



Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.





Why Human Rights is a business issue

- Government concerns / regulatory and legislative trends
- Societal expectations and civil society pressure
- Investor / business partner expectations (value chain, JVs etc)
- Legal and Operational risk – secure community license to operate
- Specific high profile human rights incidents – reputational risk

The UN "Protect, Respect and Remedy" Framework

State Duty to Protect

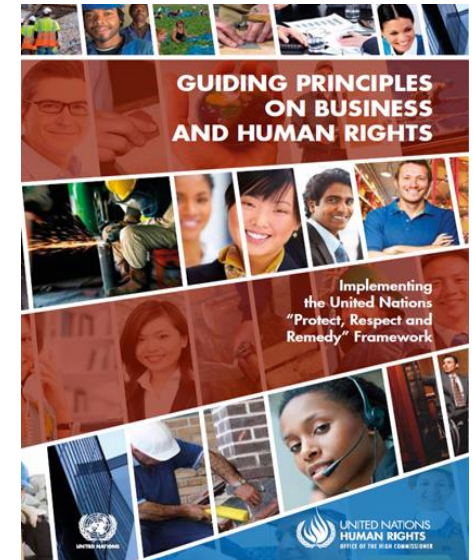
- Policies
- Regulation
- Adjudication

Corporate Responsibility to Respect

- Act with due diligence to avoid infringement
- Address adverse impacts on human rights

Access to Remedy

- Effective access for victims
- Judicial and non-judicial



<http://bit.ly/1znLDcQ>



The corporate responsibility to respect

Respect: do no harm and address impacts

Scope: all rights

Apply to all companies, all industries, everywhere

Implications: policies and processes

Scope of responsibility to respect

Avoid **causing/contributing** to adverse impacts through the company's own activities

Prevent/mitigate negative impacts that are **directly linked** to the company's operations, products or services through its **business relationships**

Policies and processes – ‘know & show’

Starting point: **policy commitment**

Identify and address impacts: **due diligence**

Due diligence to identify, prevent, mitigate and account for how impacts are addressed. 4 elements:

1. Assessing impacts
2. Integrating and acting on findings
3. Tracking responses
4. Communicating on impacts



- Taking all necessary and reasonable precautions to prevent harm
- Should cover all impacts caused or contributed to as well as ‘direct linkage’
- Varies according to size, risks, and context
- Ongoing

Develop Human Rights Training

- **Policy Commitment**

- Approved at most senior level
- Informed by internal/external expertise
- Stipulates expectations of personnel, business partners and other parties
- Publicly available and communicated internally and externally
- Reflected in operational policies and procedures

- **Guiding Principle 16** states:

“Internal communication of the [policy] statement and of related policies and procedures should make clear what the lines and systems of accountability will be, and supported by any necessary training for personnel in relevant business functions.”



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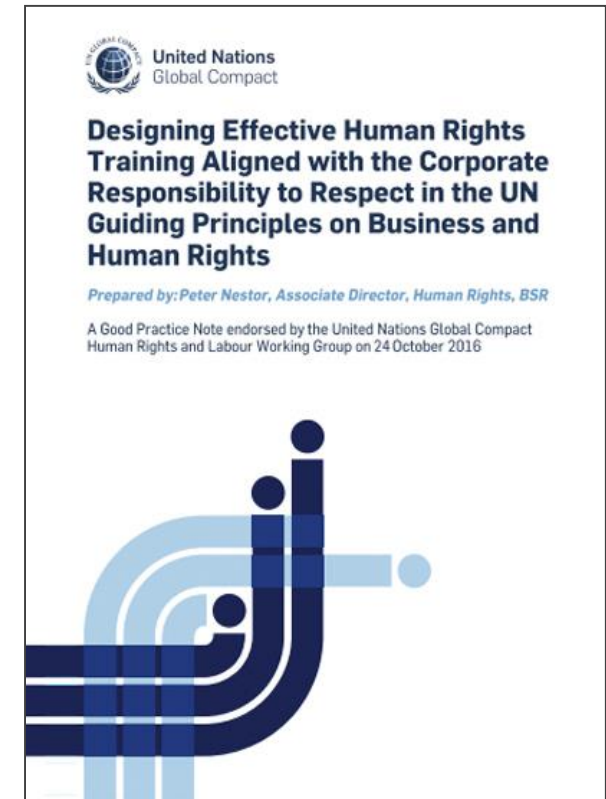
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Key Findings from Good Practice Note

Good Practice Note

Overview & Table of Contents

1. Drivers for Developing Human Rights Training
2. Developing an Effective Training Program
 - A. Understand Risk & Identify Objectives
 - B. Segment the Audience
 - C. Assess Current Business Processes
 - D. Training Modalities
 - E. Measuring Effectiveness
3. Conclusions & Tools



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Approach to developing a training program

1. Understand Human Rights Risk & Objectives

Risk profile. Understand the human rights risk profile .

- Corporate-wide Risk Exposure
- Management gaps
- Higher risk functions



Clarify Training Objectives. Identify category of objective.

- **Awareness Raising Training** – designed to teach new knowledge, and offer a minimum level of follow-up action required from the trainee.
- **Business Process Training** – designed to teach how to do a task or follow a process differently.
- **Behavior Change Training** – designed to incentivize individuals to make different decisions in their jobs, but not governed by a specific process.

Approach to developing a training program

2. Identify and Understand the audience

Audience Types. Identify and understand different audiences.

- **All-employee** – awareness raising.
- **Targeted audiences** – (1) explain issues for that target group and (2) provide concrete actions those audiences can take. Less awareness-raising, more business process or behavior change training.
- **Understand Audience Motivations (for smaller target groups)**
 - Rewards – does not have to be financial, e.g. paper certificates
 - Prestige and Recognition, e.g. personal letter from CEO, badge
 - Increase Job competence, e.g. promotion paths require human rights training
 - Use surveys or interviews with members of target audience

Approach to developing a training program

3. Determine business process modification

- Modifying business processes may lead to more effective outcomes over time.
- Train on the new processes.
- It may take longer, but may be more effective over the long run.



Approach to developing a training program

4. Develop Training Modalities

Modalities. Determine how to deliver the training.

- Bolt-on
- Train the trainer
- Dilemmas and scenarios
- Outside the box
- Sequencing follow-ups
- Follow-up manuals / resources

Outside the Box

Diversity Programs That Get Results

Companies do a better job of increasing diversity when they forgo the control tactics and frame their efforts more positively. The most effective programs spark engagement, increase contact among different groups, or draw on people's strong desire to look good to others.

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

Type of program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Voluntary training			+13.3		+9.1		+9.3	+12.6
Self-managed teams	-2.8	+5.6	+3.4	+3.9				+3.6
Cross-training	-1.4	+3.0	+2.7	+3.0	-3.9		+6.5	+4.1
College recruitment: women*	-2.0	+10.2	+7.9	+8.7		+10.0	+18.3	+8.6
College recruitment: minorities**			+7.7	+8.9				
Mentoring				+18.0	+9.1	+23.7	+18.0	+24.0
Diversity task forces	-3.3	+11.6	+8.7	+22.7	+12.0	+16.2	+30.2	+24.2
Diversity managers		+7.5	+17.0	+11.1		+18.2	+10.9	+13.6

Approach to developing a training program

5. Measuring Effectiveness

Mix of quantitative and qualitative.

Appendix IV: Types of Data Collection

Tools	When to Collect	Type of Data Collected	What Does This Mean for the Company?
Internal Focus Groups	Formative Evaluation (pre-training)	<ul style="list-style-type: none"> Observe learners interacting with content interview learners post-training for direct feedback 	<ul style="list-style-type: none"> Expand presentation time on new and modified business processes
Formal Evaluation Surveys	Summative Evaluation (post-training)	<ul style="list-style-type: none"> Immediate perception and reaction of learners to the training content Formative data to revise training before it's given again 	<ul style="list-style-type: none"> Expand role playing, but remove more pedantic scenarios Update Human Rights Policy to be less esoteric
Debriefing Interviews with learners	Summative Evaluation (post-training)	<ul style="list-style-type: none"> Immediate feedback on training content Ability to probe learners for specific ideas, suggestions 	<ul style="list-style-type: none"> Create multi-pronged scenario involving discrimination against female child laborer
Informal Discussion with Trainers/Trainees	Impact Evaluation (post-training)	<ul style="list-style-type: none"> Anecdotal evidence of longer-term effectiveness Ideas to improve effectiveness of training 	<ul style="list-style-type: none"> Learners would forget about some policies More frequent "burst videos" and human rights events

Tool to help organize the approach

Human Rights Training Plan						
Audience	Training Objective	Motivations	Expected Outcome	Business Processes Affected	Process Modifications	Training Modalities
All-Staff	Awareness	Efficiency, relevance	Understand company's impact on human rights; where to find more information	None	None	10-min video
Public Sector Sales Department	Learn new due diligence system (business process)	Efficiency, no additional "red tape", avoid negative headlines / bad reputation, avoid lawsuits, competitive	Understand how to use new sales due diligence tools	Sales due diligence	Designed and built human rights risk filters into the due diligence system	½ day in-person workshop; include negative headlines from sales; follow-up "office hours"; distribute easy reference book

Principles of Good Training

1. **Relevant.** Keep it snappy. Put yourself in audience's shoes and be ruthless about keeping it relevant and aligned with purpose. Use plain language.
 - E.g., A company updating its human rights training – “it was too long, too text heavy, too much information.”
2. **Concrete.** Make it real.
 - Concrete examples of impacts
 - Stories
 - Pictures
 - Videos



Rana Plaza

Principles of Good Training

Save time, money, and increase effectiveness.

3. **Be Strategic.** Plan ahead, don't dive straight in to rolling out an all-employee training. Use limited training resources in the most effective way. Training is just one tool, consider whether it's always the most effective.
4. **Senior Support.** Start early to get the buy-in, it will pay dividends over time.



Human Rights Training at Barrick Gold



BARRICK

Training & Education Program



- Background
 - Goals & philosophy
- Education opportunities
 - Before day 1
 - Day 1
 - Annual (live vs. online)
 - Burst learning
- Measuring robustness and effectiveness (metrics/KPIs)
- Tips and learnings
- Challenges
- Moving forward

Developing Effective Training

A case study



**stronger
together**

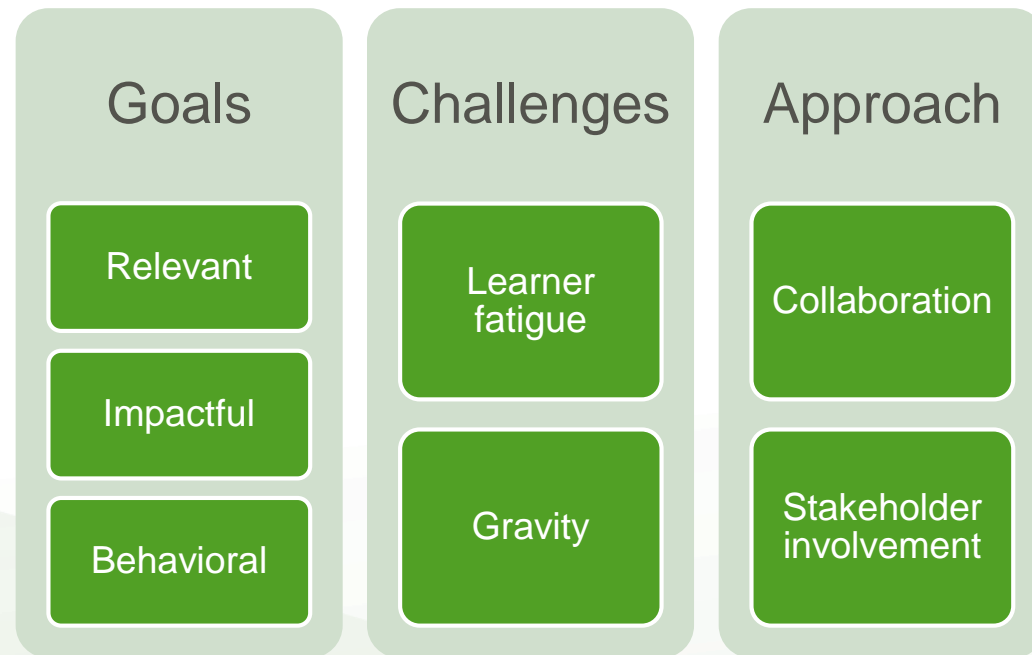
tackling modern slavery in supply chains

Our joint response

- 20 minute e-learning modules
 - **Tackling Modern Slavery** – for UK businesses
 - **Tackling Forced Labor** – for global businesses
 - **Supervisors** – for first line supervisors
 - **Recruiters** – for recruiters in employers and labor providers
 - **Bespoke** – tailored to the needs of specific businesses
- Under development: sector-specific modules

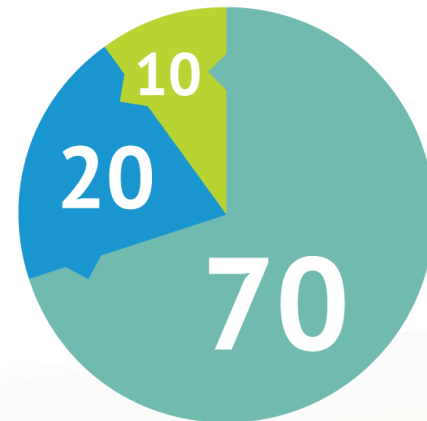


Goals and challenges



Collaboration





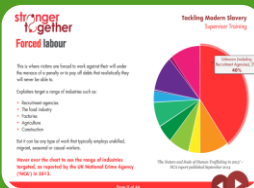
How do you learn?



The Kolb model



Putting it into practice



Content

- Why is it important?
- What does it mean to me?
- Practical guidance



Design

- Modern look and feel
- Documentary approach
- Engagement trailers



Instructional Design

- Vary the approach – engagement trailers, knowledge pages, videos etc.
- Reduce cognitive load – keep messages simple
- Incorporate interactive scenarios
- Other areas to consider – stranding, adaptive, portals

Learning journey



More information

Eukleia or Stronger Together would be delighted to discuss any aspect of the training with you.

- Eukleia
 - www.eukleia.com
 - Contact: **Vanessa Dal Busco**
 - +44 (0)2072204050
- Stronger Together
 - www.stronger2gether.org
 - Contact: **David Camp**
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Thank you!

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