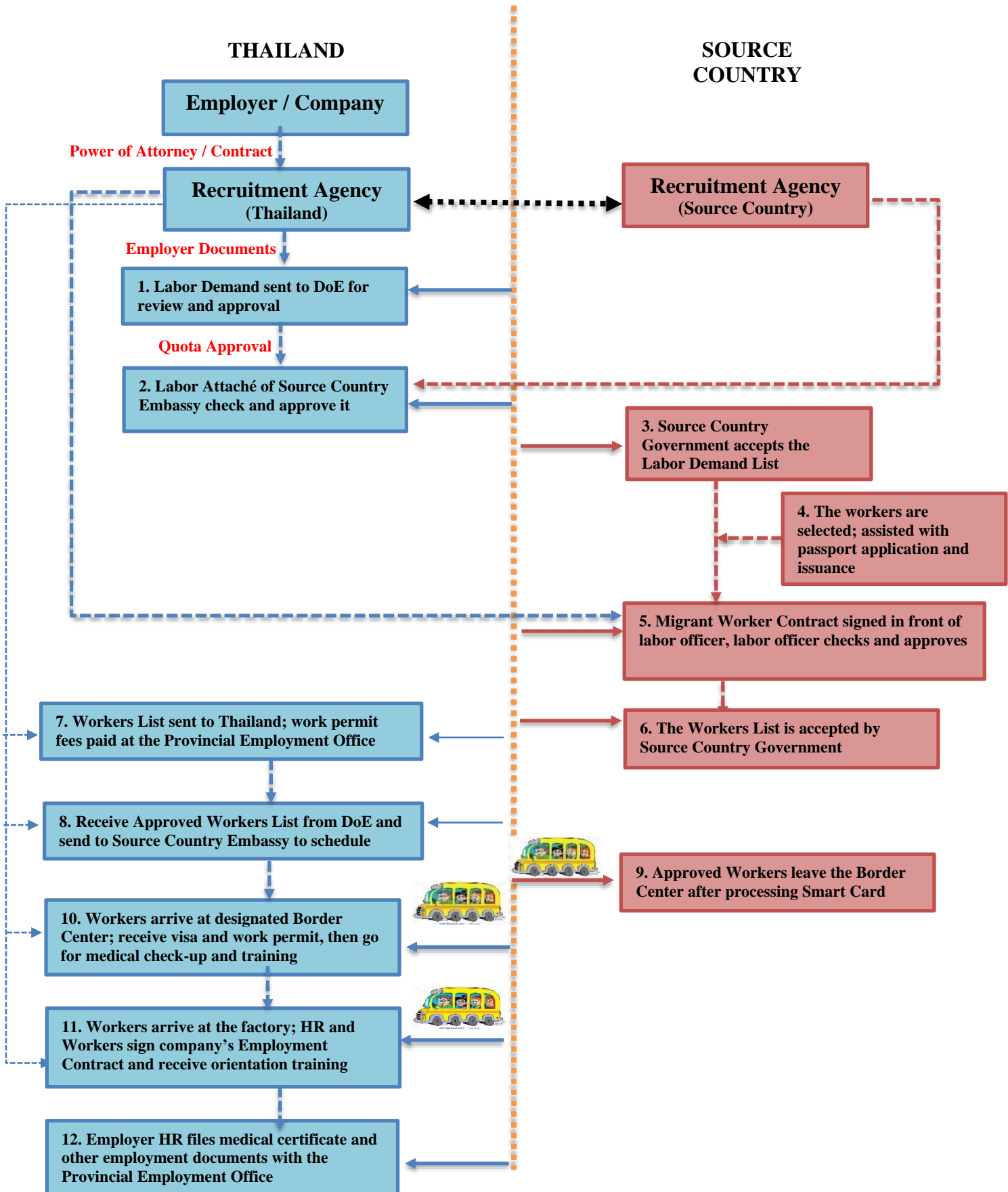
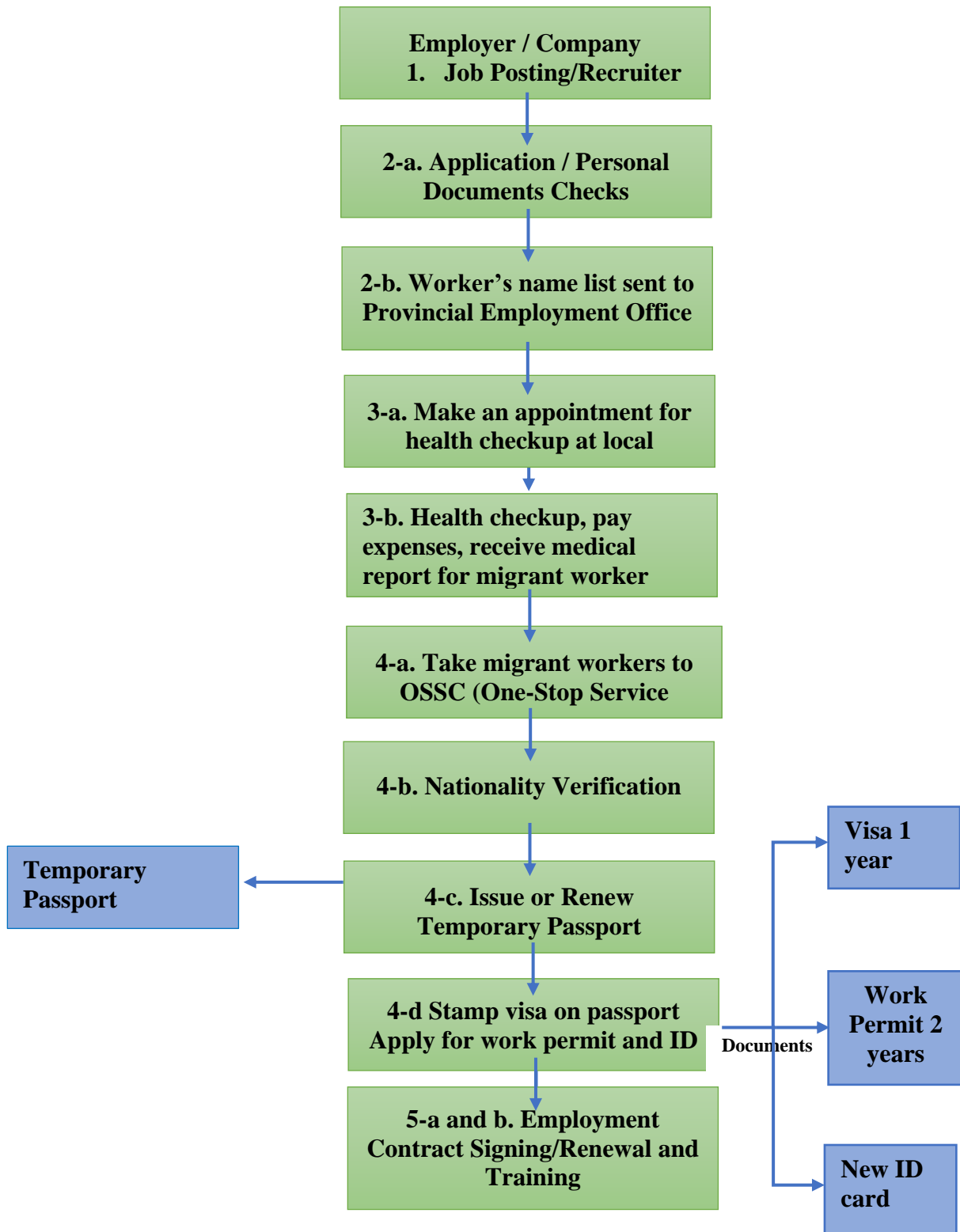


## Attachment 2: Figures and Tables for the Manual

Figure 1: MOU (Cross-Border) Recruitment Process Flow



**Figure 2: NV (In-Country) Recruitment Process Flow**



**Table I: MOU Recruitment Process Steps, Documents, and Timelines**

Steps, Activities and Documents	Responsibility			Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees		
<b>Selection of Recruiter and Contract Signing Preliminary Steps</b>					
• Thai Recruiter business information – licenses, recruitment operations; top management checks	Y	Y			Reputation risks Oversight risks
• Thai Recruiter source country Partner Recruiter (s) information; oversight/monitoring plan (s) for Partner Recruiter (s)	Y	Y			Source country partner risks
• Risk Assessment – General; using Decision Tree Tool; Risk Assessment – Specific scores per Policy; using Evaluation Tool	Y				Information gaps Compliance risks
• Overall Social Risk Rating and Monitoring Plan for Recruiter	Y				Oversight risks
• Documentary evidence of social policies and procedures of Thai Recruiter and Partner Recruiter, if available	Y	Y			Knowledge gap risks
• Evidence of Thai Recruiter’s social performance (internal assessment reports, valid second party or third-party audit certificates, filled questionnaires); if available, also Partner Recruiter (s)	Y	Y			Track record risk, transparency and accountability risks
• Code of Conduct (COC) of Employer with core policies and expectations of social compliance – signed by Thai Recruiter; recommend having Thai Recruiter do the same to Partner (s)	Y	Y			Commitment and Compliance risks

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
• Contract between Employer and Selected Thai Recruiter	Y	Y		@THB 12,000 to 30,000		Transparency risks, Terms/ conditions
• Power of Attorney (POA) from Employer to Thai Recruiter	Y	Y				Scope of authority
• Job Descriptions for Migrant Workers to be recruited	Y	Y				Policies risks
• Workforce needs communicated by Employer or filled in together with Recruiter in draft Labor Demand form	Y	Y				Information gaps; accuracy
• Thai Recruiter may notify Partner Recruiter (s) in source country that it has worked with before		Y				may be done later; due diligence risks
<b>Step 1. Application for Migrant Worker Quota - Thailand</b>						
• Recruiter submits copy of recruitment license (Nor Chor 4) to Provincial Employment Office		Y	Y		Day 1	
• Recruiter submits POA, copies of Contract with Employer and evidence on employer facility to Provincial Employment Office		Y	Y			
• Recruiter submits filled out official Labor Demand form (Nor Chor 2) and pays official fees, if any; confirmation receipt issued to Recruitment Agency or Company	(Y)	Y	Y	Official fees?		Incomplete or expired documents
• Provincial Employment Office (PEO) sends Labor Demand form to the Department of Employment (DOE) for review and approval			Y (two agencies)		Day 7	Potential delays
<b>Step 2. Approval of Labor Demand for Migrant Workers - Thailand</b>						
• DOE approves Labor Demand from Thai side			Y		Day 10	Potential delays

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
• Company or Recruiter translates or arranges for translation of Labor Demand		Y		Translation Fees?		Translation accuracy risks
• DOE sends Labor Demand to Labor Attaché of source country's embassy for check and official approval			Y (two agencies)			Potential delays
• DOE notifies Recruiter or Company of official approval	(Y)	Y	Y		Day 20	Potential delays
<b>Step 3. Approval of Labor Demand for Migrant Workers – Source Country</b>						
• Labor Attaché of embassy in Thailand sends approved Labor Demand to its (source country's) government agency in-charge			Y (two agencies)		Day 22	Potential delays
• Thai Recruiter selects Source Country Recruiter to partner with from list of licensed recruiters on file at the Thai DOE		Y (two recruiters)				Could be earlier; due diligence risks
• Source country government agency (s) in-charge review and accept the Labor Demand List; notifies Labor Attaché of embassy in Thailand, who notifies Thai DOE			Y (two agencies)		Day 31	Potential delays
<b>Step 4. Selection of Workers and Assistance for Passport Issuance</b>						
• Thai Recruiter informs selected Source Country Recruiter of job description and other details on Labor Demand List		Y (two recruiters)			Day 32	Compliance and oversight risks
• Thai Recruiter negotiates with selected Source Country Recruiter terms and conditions but no formal contract signed		Y (two recruiters)				No contract risk; language risks
• Source Country Recruiter (s) finds, contacts, interviews job-seekers from one or more		Y (local recruiters)			variations	Outsourcing risks; no applicants risks; discrimination risks

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
village for one or more Thai recruiter(s); outsourcing at village						
<ul style="list-style-type: none"> <li>Potential applicants travel to central processing/ meeting center designated by Source Country Recruiter (s), transportation/travel- worker cost</li> </ul>		Y (local recruiters)		Costs borne by workers		Transportation, lodging risks
<ul style="list-style-type: none"> <li>Source Country Recruiter (s) gathers applicants from various places and takes them for processing of official passport to government agency in charge; applicants bring personal documents for evidence in passport issuance, e.g., birth certificate</li> </ul>		Y (local recruiters)		Costs borne by workers		Transportation, lodging, extra fees/charges, risks of lack of training
<ul style="list-style-type: none"> <li>Processing and issuance of official passport to applicants</li> </ul>		Y (local recruiters)	Y	THB 1,000 to 3,000 equivalent	(may take 15 to 21 days)	Document delay, retention, extra charges risks
<ul style="list-style-type: none"> <li>Applicants return home or stay in in-transit lodging or with friends at their own cost</li> </ul>		Y (local recruiters)		Costs borne by workers	Day 62	Costs, Freedom of movement risks
<b>Step 5. Migrant Worker Contract Signing in Source Country</b>						
<ul style="list-style-type: none"> <li>Thai Recruiter arrives in source country to represent Employer for Migrant Worker Contract signing; brings harmonized DOE form with English, Thai and source country language</li> </ul>	(Y)	Y	Y		Day 63	Discuss terms and conditions with Employer
<ul style="list-style-type: none"> <li>Thai Recruiter and Partner Recruiter explain terms and conditions of the Employment Contract and Thai Labor Laws to the Migrant Worker</li> </ul>		Y	Y			Literacy and translation risks

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
<ul style="list-style-type: none"> <li>Migrant Worker, Source Country Recruiter and Thai Recruiter sign Migrant Worker Contract in front of source country government Labor Officer</li> </ul>		Y	Y			Waiting time; limits on number of workers processed daily
<ul style="list-style-type: none"> <li>Source Country Labor Officer checks and approves Migrant Worker Contracts – originals to Thai Recruiter and Worker</li> </ul>		Y	Y		Day 64	Copies kept with the Labor Office
<b>Step 6. Migrant Workers List Created in Source Country</b>						
<ul style="list-style-type: none"> <li>Labor Officer creates a Workers List of workers with contracts and sends it up the hierarchy of government agency for processing</li> </ul>			Y		Day 66	
<ul style="list-style-type: none"> <li>Source Country government agency reviews Workers List and officially approves it</li> </ul>			Y			
<ul style="list-style-type: none"> <li>Approved Workers List sent to Thailand source country embassy;</li> </ul>			Y		Day 73	
<b>Step 7. Migrant Workers List Processing in Thailand</b>						
<ul style="list-style-type: none"> <li>Approved Workers' List picked up by source country Recruitment Agency staff based in Thailand and handed over to Thai Recruitment Agency staff to take to PEO</li> </ul>	(Y)	Y	Y		Day 75	
<ul style="list-style-type: none"> <li>Thai Recruiter goes to the PEO to pay the work permit request fees for the migrant workers on the Workers List</li> <li>PEO informs DOE that all work permit fees have been paid for migrant workers on the Workers List</li> </ul>		Y	Y	THB 1,800 plus THB 100 for processing	Day 77	Extra charges, refund risks

Steps, Activities and Documents	Responsibility			Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees		
<ul style="list-style-type: none"> <li>Thai Recruiter informs Source Country Recruitment Agency staff in Thailand that work permit fees have been paid and Workers Name list stamped</li> </ul>			Y	Day 80	
<b>Step 8. Approved Workers List sent to Source Country Embassy</b>					
<ul style="list-style-type: none"> <li>Thai Recruiter staff hands over paid and stamped Approved Workers List to Source Country Recruitment Agency staff who takes it to the source country embassy in Thailand Thai Recruiter receives Approved Workers List from DOE and sends to source country embassy</li> </ul>		Y	Y (two agencies)	Day 83	In Bangkok
<ul style="list-style-type: none"> <li>Source Country Embassy in Thailand forwards Approved Workers List to source country government agency(ies) in various locations to schedule departure and arrival of workers; source country designated government agency informs Thai government Ministry of Labor and Immigration of departure and arrival dates</li> </ul>		Y	Y (multiple agencies)	Day 103	Yangon Department of Labor, Ministry of Labor, Immigration (Nibido), and Population, Department of Labor Skills Training Center, Labor Exchange Office Myawaddy
<b>Step 9. Approved Migrant Workers leave Source Country Border Center</b>					
<ul style="list-style-type: none"> <li>Migrant workers notified of departure dates from Border Center in source country; Thai Recruitment Agency makes arrangement to send representative to receive workers at Thai Border Center</li> </ul>		Y		Day 105	Costs for inland transportation



Steps, Activities and Documents	Responsibility			Timelines estimates	Remarks/Potential Risks	
	Company	Recruiter	Govt agency and fees			
• Migrant workers travel to Border Center from home or village		Y (Local recruiter?)		Costs borne by workers		Human trafficking travel, lodging
• Migrant workers leave the Border Center after processing of Smart Card		Y (local recruiters?)	Y	Official fees? Costs?	Day 108	Human trafficking Processing fees, travel, lodging
<b>Step 10. Migrant Workers Arrive at the Thai Border Center</b>						
• Migrant workers arrive at Thai Border Center, receive visa stamped on passport (2 years) and work permit (2 years); Thai Recruitment Agency staff oversees processes at Border Center		Y	Y	THB 800	Day 109	In some cases, Thai recruiter pays all fees on Thai side per directions from Employer
• Migrant workers go for medical check-up; Thai Recruitment Agency receives medical report; migrant workers go for training		Y	Y	THB 500 depending on types of tests		In some cases, Thai recruiter pays all fees on Thai side
• Thai Recruiter arranges for transportation and in-transit lodging (if needed) to the factory	(Y)	Y				Included in fees per worker paid by Employer to Recruiter
• Migrant workers travel to factory; may be accompanied by Thai RA staff or driver employed by Thai RA		Y		Meals during travel may be provided	Day 110	Transportation, lodging, work location risks
<b>Step 11. Migrant Workers Arrive at the Factory</b>						
• Migrant workers arrive at factory; put up in company housing or temporary /permanent accommodation	Y	Y		Costs and arrangements vary @facility	Day 112	Contract compliance risks
• Thai Recruiter hands over all medical test results and other documents related to	Y	Y			Day 113	Document completeness risk;

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
worker recruitment to Employer; may conduct half-day training						training content adequacy
• Employer Human Resources (HR) arranges for migrant worker interview and filling out company application form information	Y					Policies compliance risks
• Employer HR may arrange for additional medical tests for workers, especially food handlers	Y					Gender policies compliance risks
• Employer HR prepares individual Company Employment Contracts (or addendum to official MOU Contract, aligned with Thai Labor Laws and Company Rules	Y					Contract substitution risk
• Employer HR assigns Employee Number to each worker; Employer and Employee sign duplicate Employment Contracts	Y					Language, literacy risks
• Employer HR conducts New Hires Orientation and Occupational Health and Safety (OHS) training according to required number of hours prior to start of work	Y				Day 114	Labor laws, Company Rules compliance risks
<b>Step 12. Employer Human Resources notifies Provincial Employment Office</b>						
• Employer HR informs Thai Immigration within 24 hours of arrival of migrant workers at the facility for confirmation of arrival	Y		Y		Day 113	
• Employer HR sends medical files of all migrant workers on Approved Workers List to Provincial Employment Office	Y		Y		Day 115 (no later than 15 days after arrival)	Document duplication risks

Steps, Activities and Documents	Responsibility			Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees		
• Employer HR sends copy of Employment Contracts for migrant workers on Approved Workers List to Provincial Employment Office for confirmation of employment	Y		Y	Day 115 (no later than 15 days after arrival)	Document alignment risks
• If requested, Employer HR may submit procedures and documentation on disciplinary action, grievance and remediation protocols to PEO or other related agencies	Y		Y	Day 127	Policies, Company Rules compliance risks
• Employer takes migrant workers to report to Thai Immigration every 90 days within their period of employment	Y		Y	Day 202	

**Remarks:** Y means that the particular actor has to carry out activities by themselves.

(Y) means that the particular actor may carry out activities by themselves or assign their representative to do activities on their behalf.

**Table 2: NV Recruitment Process Steps, Documents and Timelines**

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
<b>Step 1. Job Postings / Hiring Recruiter (option)</b>						
• Job Postings for Migrant Workers to be recruited	Y					Policies, labor laws compliance risks, especially discrimination
• Receive applications on-line or directly at the factory	Y					No applicants risk
• If Recruitment Intermediaries are to be involved, obtain business information – licenses, recruitment operations, top management checks	Y	Y				Business partner risks; reputation risks
• Risk Assessment – General, using Decision Tree Tool; Specific, using scores per policy using Evaluation Tool; overall risk rating and monitoring plan for recruiter	Y	Y				Compliance risks Oversight risks
• Documentary evidence of social policies and procedures of recruiter; evidence of recruiter’s social performance (internal and external assessments, questionnaires, certificates)	Y	Y				Knowledge gap risks; track record risks
• Code of Conduct (COC) of Employer with core policies and expectations of social compliance – signed by recruiter	Y	Y				Commitment risks
• Contract between Employer and Selected Recruiter	Y	Y				Terms & conditions risks
<b>Step 2. Document Checks/ Notify Provincial Employment Office</b>						

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
• Check existing documents of Migrant Workers applicants; contact those who meet job requirements or for information	Y				Day 1	Migration laws compliance risks
• Employer or Recruiter sends Migrant Workers (new applicants or current workers) Name List to Provincial Employment Office	Y	Y	Y			Checks on previous employment
• Provincial Employment Office approves Migrant Workers applicants Name List and notifies Employer or Recruiter	Y	Y	Y		Day 5 or Day 7	
<b>Step 3. Health Check-up Appointment and Medical Report</b>						
• Employer or Recruiter makes appointment for migrant worker at a local hospital	Y	Y			Day 6 or Day 8	
• Local hospital informs Employer or Recruiter of available dates, tests to be done and calculate expenses	Y	Y			Day 11 or Day 13	Gender Policies compliance risks
• Take Migrant Worker to hospital for health check-up	Y	Y			Day 11 or Day 13	Gender Policies compliance risks
• Pay expenses for health check-up	Y	Y		THB500	Day 14	Gender Policies compliance risks
• Receive medical report at hospital	Y	Y			Day 17 or Day 19	
<b>Step 4. One-Stop Service Center (OSSC) for Nationality Verification (NV) Process</b>						
• Wait for announcement from Thai government of dates for opening / re-opening OSSC for the seafood sector; also check the location of the OSSC and capacity for number of migrant workers	Y	Y	Y		Day 20	Risk- government not open OSSC; no capacity to process

Steps, Activities and Documents	Responsibility				Timelines estimates	Remarks/Potential Risks
	Company	Recruiter	Govt agency and fees			
• Once OSSC open and nearest center identified, take migrant workers, with personal documents, to OSSC and wait for queue	Y	Y	Y		Day 21 or Day 22	Transportation, language risks
• Apply at OSSC for passport, visa, work permit and ID card; prepay officially posted scheduled fees at specified counters	Y	Y	Y			Extra charges risks
• Carry out Nationality Verification for new applicants at OSSC, in the presence of Source Country government agencies' officials	Y	Y	Y			Counterfeit documents risks
• Issue or renew Temporary Passport (2 years); stamp visa on passport; issue or renew work permit and ID card (2 years)	Y	Y	Y	THB 4,000 to 5,000	Day 23 or Day 24	Document retention risks
<b>Step 5. Interview, Employment Contract, Training</b>						
• Arrange interview of migrant worker at the factory	Y				Day 24 or Day 25	Policies, labor laws compliance risks, especially discrimination
• Prepare Employment Contract – new or renewal	Y					Labor laws compliance risks, discrimination risks
• Migrant worker and Employer sign the Employment Contract in duplicate with one original kept with Migrant Worker	Y					Language, literacy risks
• Orientation and occupational health and safety (OHS) orientation training or refresher training prior to work	Y				Day 25 or Day 26	Language, literacy risks