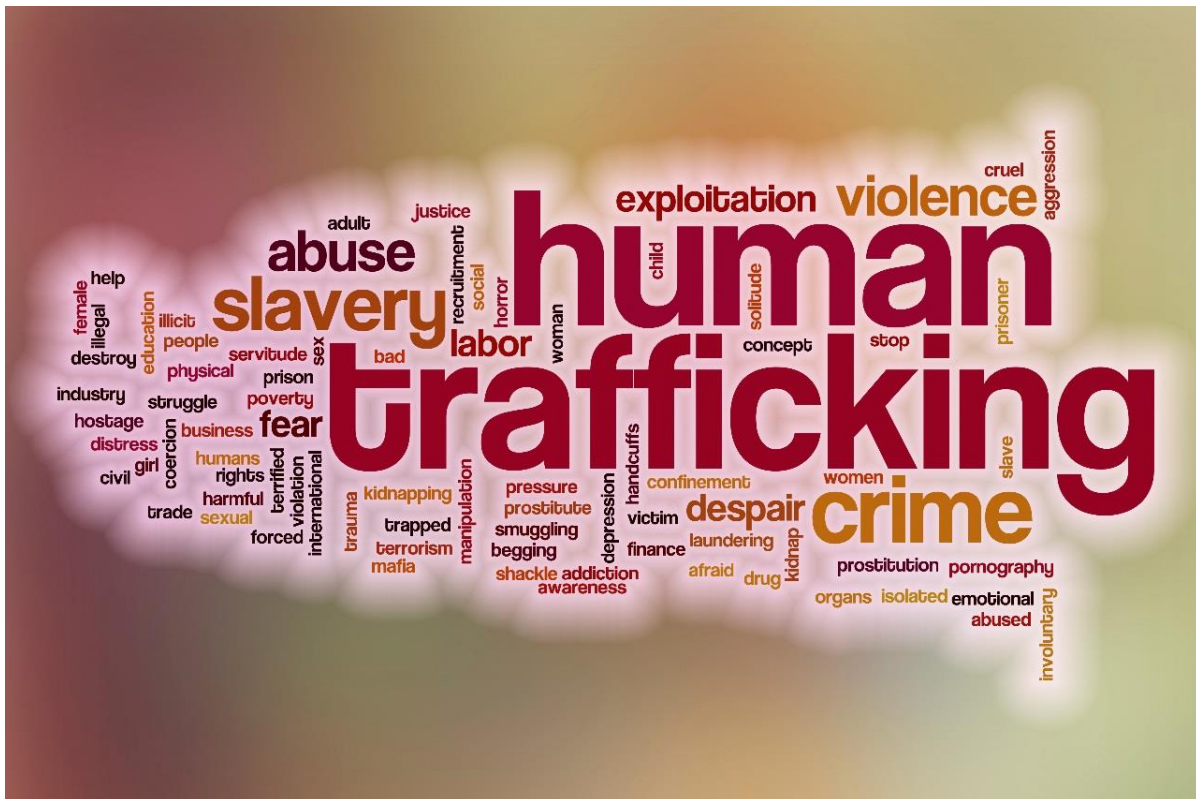


# COMBAT Trafficking in Human Beings in the Hotel Industry



## Trainer's Manual



Co-funded by the Prevention  
of and Fight against Crime  
Programme of the European Union

© 2016 of Oxford Brookes University, University of West London, Lapland University of Applied Science, Ratiu Foundation for Democracy. All rights reserved. Licenced to the European Union under condition.

*The toolkit is part of a project to develop combat measures against human trafficking in the tourist industry and this project has been funded with support from the European Commission. This publication reflects the views only of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein. The project was undertaken by a consortium of researchers from Oxford Brookes University, the University of West London, the Lapland University of Applied Sciences and the Ratiu Foundation for Democracy.*

*For further details about the project and full European project team please visit:*  
<http://www.brookes.ac.uk/microsites/combat-human-trafficking/>

# Contents

- 1. Introduction ..... 4
- 2. Training objectives ..... 5
- 3. Your tailored training plan ..... 6
- 4. Delivery ..... 8
  - 4.1. Presentation ..... 8
  - 4.2. Questions and Answers: ..... 9
  - 4.3. Group Activities, Individual Activities and Case Studies ..... 9
  - 4.4. Interaction with the Group ..... 10
  - 4.5. The “Training Toolkit” ..... 10
- 5. The Training Venue ..... 11
- 6. Evaluation and Follow Up - Conclusions ..... 11

## 1. Introduction

The present material supports the delivery of “**COMBAT THB: Measures against human trafficking in the hotel industry**” training. The training is designed as a practical, step-by-step guidance for businesses to combat trafficking in human beings (THB). It is the result of an 18-month research project developed by a multidisciplinary team of three European universities and a non-profit organisation with a track record in the field of human trafficking prevention and providing survivors’ assistance. The team is as follows: Oxford Brookes University (UK), University of West London (UK), Lapland Institute for Applied Science (Finland), and Rațiu Foundation for Democracy (Romania).

The **training material** is aimed primarily at the hotel industry (hotel groups and independent hotels) but can also be adapted to other types of hospitality and tourism businesses. It covers a broad range of issues, from the legal perspective on human trafficking to industry strategies and practices to combat THB. It addresses already known challenges such as sexual exploitation and forced prostitution in the front-of-the-house as well as more sophisticated forms of THB such as forced criminality and domestic servitude. It also addresses the challenges at the back-of-the house with regard to outsourcing hotel functions to third parties, slavery-free supply chains and dealing with the building and construction industry.

The toolkit is supported by **three reference guides** – one for corporate executives and boards of directors, one for staff at managerial level and one for staff at operational (hotel) levels. For each reference guide there is a corresponding **set of PowerPoint slides**. The trainer may ‘pick-and-mix’ different units from the reference guides depending on the time they have available, the audience and their training needs and may structure their training plan accordingly. They can also pick the relevant slides and modify them as they wish in order to support their presentation.

The toolkit also comprises **seven case studies** written in the first person, so that trainees can better identify with the victims/survivors. The trainer may choose the one A4 page with the case or use **the case PowerPoint slides** (or use both). The electronic Case PowerPoint slides have a voice file (.wav) embedded in the second slide where trainees can hear the victim/survivor describe their own situation. Trainees are asked in the slides that follow, to identify whether this is a THB case, to ponder on the signals/red flags that might be detected and propose barriers that could be erected to prevent this particular case of THB from happening in their hotel.

**10-minute trainers** are available for managers and shift leaders who would like to offer short training at the beginning of their shifts (or briefings). Some of the toolkit's 10-minute trainers aim at specific departments (front-office, housekeeping, food and beverage) and some are more generic. Emphasis here is given on awareness and the identification of possible signals/red flags. The trainer may want to use this tool as a 'refresher' or as a basis for a deeper discussion on barriers that could be erected for human traffickers.

Finally, the toolkit includes **examples of posters** that could be used at the back-of-house, i.e., in staff cafeteria, locker rooms, etc. to raise and maintain awareness as well as guidance for reporting suspected incidents. Examples of **employee pocket-cards** with signals and reporting lines are also included.

## 2. Training objectives

The training aims to broaden knowledge of the human trafficking phenomena in the hotel industry and support professionals in raising effective barriers in combating it.

Different groups may have different knowledge about human trafficking in the hotel industry. It is worth keeping in mind that, according to our research, the amount of knowledge is relatively low, although many stakeholders have identified the need to be better informed on what human trafficking is, and how it affects individuals and the industry.

It is important to agree the training objectives with the participants as well as with the benefiting company in order to avoid uncertainty and meet the personalised needs of each group within the company. They must be agreed upon and discussed in due time with the line management as well as the leadership of the organisation.

Depending on the amount of time available to the participants, the objectives must be as realistic and as certain as possible: e.g., the participants will be able to have an overview of what human trafficking is in a 3-hours training session while a one-day training course would be able to give them a more in-depth understanding from being able to consider more case studies and participate in more group discussions and group/individual exercises.

As a trainer, make sure you have understood and agreed with the beneficiary the objectives of the training, what is essential and possible to achieve given the existing resources.

### **Important Note!**

The training is particularly sensitive because of the type of information and knowledge it provides; therefore, think in advance and agree with the participants on the following examples:

- The “sensationalism” issue: human trafficking is often associated with prostitution; sometimes participants might feel uncomfortable with the subject; you should be prepared to deal with shyness or, sometimes, inappropriate jokes.
- The “confidence” issue: the training aims to broaden knowledge of one of the most important breaches in human rights; human trafficking, one of the most productive illegal activities in the world. Keep in mind that human beings are often uncomfortable giving examples from their work, fearing they might be exposing illegal activities they might not have been aware of before. Make sure you deal with this issue at the beginning of the training by specifying what the specific rules are (e.g., examples used during brainstorming or activities do not necessarily refer to a personal, particular experience of a participant; you might also consider taking 5 minutes in discussing the issue with the group regarding their expectations).

## **3. Your tailored training plan**

Given the amount of information in the available reference guides, each trainer should build **a tailored plan**, keeping in mind the following:

- the existing knowledge at group level: How much do participants know about human trafficking in general and human trafficking in the hotel industry in particular? Have they attended previous training or are they aware of existing codes in the industry?
- the responsibilities participants have in their day to day work: what are the positions in the organisation of each participant and how could their work be affected by the (lack of) knowledge on the subject?

Each of the two above should be, as much as possible, identified prior to the training; if such an option is not available, the trainers should attempt to do so at the beginning of the training.

**The available time** for the training: a 3-hours training session would aim at the essential information (e.g. what is human trafficking; what are the signs at the back of the house; if the participants are part of the administrative team; or what policies can be raised; if they are working at board level, etc.) while a one-day training course could achieve more learning objectives.

The group size and profile: given the fact that adult participants learn better by doing as well as the fact that the reference materials consist of many exercises and activities the group size should be between 12 and 16; larger or smaller groups should therefore be announced in advance, keeping in mind that the learning pace for larger groups is usually slower. A list of participants and their role in the organisation should be able to help you better prepare for the group dynamics prior to the start of the training.

The venue and availability of equipment and other training materials: the training plan should consider the venue (classroom like, round table, the capacity to re-organise the setting), the availability and accessibility of equipment (projectors, individual screens) as well as the availability of training materials (print outs, reference guides, etc.).

**A realistic training plan should include:**

- **learning time:** 30-minute presentation: human trafficking in the hotel industry; (at least) 20 minutes for one study case; (at least) 20 minutes for a group discussion;
- **non-learning time:** orientation (15 minutes), settling down time (5 minutes after each break), break times/coffee breaks (20 minutes); Q&A sessions: 20 minutes.
- **reflection time:** 5 minutes. The reflection time is necessary given the sensible information the training exposes participants to. Given potential personal experiences, or the identified lack of knowledge in the field, participants might need additional time to recollect after hearing a case study or participating in a specific activity.
- **other:** 20 minutes should be taken into account for handing out materials, answering extra questions, dealing with unexpected technological problems, etc.

This timing (of approx. 180 minutes/3 hours) is considered the minimum amount of time needed; should there be more time available, the trainer could consider including additional activities or case studies available in the toolkit. If there is less time available, you might want to be cautious when setting the objectives of the training as well as agreeing on the size of the group.

Make sure that, based on the objectives agreed, the confirmed number of participants and the time available, you are able to tailor a training plan, by choosing the relevant information and activities from the reference guides and the PowerPoint presentations.

## 4. Delivery

### 4.1. Presentation

The training is supported by a PowerPoint presentation for each reference guide (*see the toolkit box*). The presentation can be tailored, taking into consideration the objectives agreed with the organisation and the participants. Using the participants' information, you might want to adjust the proposed activities (role plays, group activities) in terms of number and difficulty.

As a minimum, the training should include:

- The objectives of the training;
- Who you are and why are you delivering this specific training;
- The relevance of the training to the participants;
- The main technical definitions: what is human trafficking?; what are the 3 lines of defence?; what is a code of conduct?, what are the Dhaka principles?, etc.
- The key points and activities of the training (the case studies, the group and individual activity)
- Review, conclusion and follow up.

Each key point in the presentation is followed by an activity or an exercise. They aim to better support and recall the information presented.

During the presentation, you should make reference to the working environment of the participants (where and how they work, their responsibilities, the potential situations in which they might have come across situations of exploitation and so on).

During the training, you might want to adjust the quantity of the information delivered and focus more on activities, depending on the level of comprehension.

Some of the information presented can be perceived as difficult. For example, even the definition of human trafficking is complex. Make sure you link any difficult information with interesting, well-known facts. You can find such information on the right hand side of each reference guide, under the "Did you know?" section.



## **4.2. Questions and Answers**

The trainer's aim is to develop understanding on human trafficking and exploitation in the hotel industry, and you may ask questions to test the group's assimilation of the information provided (evaluation).

Make sure any questions you ask refer to the information available in your presentation and if needed, make reference to the information available in the reference guide(s). In order for you to prepare relevant evaluation questions you might find helpful the "summaries" available at the end of each Unit in the reference guides.

During the Q&A session you should avoid vague questions, given the broadness of the topic as well as those that might require public confessions.

During the training you should, as much as possible, incorporate the answers provided by participants as well as your answers to the participants' questions. If you are not able to give an immediate answer make sure you are able to do so during the next break, or if that is not possible, ensure you will be able to contact the participant with an answer at a later stage.

## **4.3. Group Activities, Individual Activities and Case Studies**

The training is provided with a series of group activities (e.g. "what is the link between freshly picked berries and human trafficking?") that are designed for working with small groups, to support learning and make it easier to remember. Depending on the structure of the group you might want to consider brainstorming at group level or dividing participants into smaller groups when asking them to identify potential issues related to human trafficking and exploitation they might know about.

The individual activities provide participants with more time to reflect on the vulnerabilities of human trafficking victims and think about providing (immediate) support.

The 10 case studies are all selected from real life stories the COMBAT team has researched. Although the data is anonymous, the impact on the participants could still be high. Make sure you give enough time for participants to handle their reactions - the need for empathy to challenging credibility. Ensure you make time for the recommendations they might have in order to avoid frustration, by allowing sufficient discussion.

#### 4.4. Interaction with the Group

When interacting with the group, you should keep in mind that, as mentioned before, human trafficking is a “highly gendered crime”. Sometimes issues related to gender, such as sexist remarks or judgmental comments do surface during training. Make sure you are prepared to tackle them from the beginning.

Another issue that you might come across is the sensitive nature of the information provided during activities or brain storming. Ensure that participants feel safe enough to participate in the group discussions without fearing they might be judged.

When facing a mixed group (individuals with different roles in the same organisation/s, sometimes part of the same reporting line), it is best that, at the beginning of the training session, you agree on the rules of interaction during and after the training.

At the commencement of training it is advisable that you agree with the participants the conditions in which they can use their mobile phones (e.g., for emergencies) or other devices.

#### 4.5. The “Training Toolkit”

The training toolkit consists of the following:

- three reference guides: one for corporate level, one for managerial level and one for operational level, each providing relevant information and proposed designated activities. Each participant should ideally have a copy of the relevant reference guide at the beginning of the training,
- three PowerPoint presentations which can be used as training support and can be tailored to the needs of the group you are training,
- seven case studies: each of them can be used during the training, according to the needs of the group; a case study activity should take around 20 minutes to deliver. Make sure you have the necessary audio equipment,
- a set of 10-minute trainers for different posts in the hotel,
- a collection of example posters used in other anti-trafficking campaigns,
- a pocket card that can be used as a reminder or a take-away for the “10 minutes” start of the shift trainings, and
- this trainer’s manual that supports you in developing COMBAT training.

## 5. The Training Venue

Check in advance the training venue and look at the following:

- accessibility;
- accessibility for disabled participants;
- the size of the room (if it is fit for the number of participants);
- how it is connected to the rest of the facilities in the building and where the break time area is going to be located;
- the chairs and tables available and whether they can be moved around for different activities;
- the height of the ceiling and the access to AC if needed;
- the number of windows and the sunlight;
- access to plugs;
- access to video projector;
- access to audio equipment;
- existence of a flipchart or a white board;
- internet connection;
- access to rest rooms;
- safety, first aid and emergency evacuations; and
- compatibility of devices and file formats.

In order for the training to take place as smoothly as possible you will also want to check with the company or the person in charge as to the availability of:

- Copies of the reference guide.
- Flip chart paper.
- Badges.
- Markers and pens.

While checking the venue, establish contact with the person in charge of refreshments to agree what will be available (coffee, tea, lunch etc) as well as technical support in case you might need their assistance.

## 6. Evaluation and Follow Up - Conclusions.

The training should have a form of evaluation either as a group or as an individual exercise, looking at the extent to which the participants have broadened their

knowledge on combating human trafficking in the hotel industry and at the quality of the delivery.

You should encourage participants to further consult the reference guide, read the additional resources indicated, and keep themselves update on a regular basis.

Based on the initial agreements with the organisation and the participants, the material used during the training should be available, either at the start or the end of the session or at a later date so as to include the specifics that came up during the training. A report, if that is part of the agreement, should be delivered to the company. If such is the case, the participants should be informed about the information included in the report.

The trainer should be clear on the conditions in which they can provide further information to individual participants or further training.

Human trafficking affects communities in very different ways: whether they are origin, transit, or destination. Each of us can do something to reduce the vulnerabilities of communities as well as individuals. Encourage participants to make their own “call to action” to stop it, and get actively engaged in combating at their work place (e.g., by making constant use of their pocket card) or in the communities outside work that they are part of (e.g., by attending prevention campaigns).