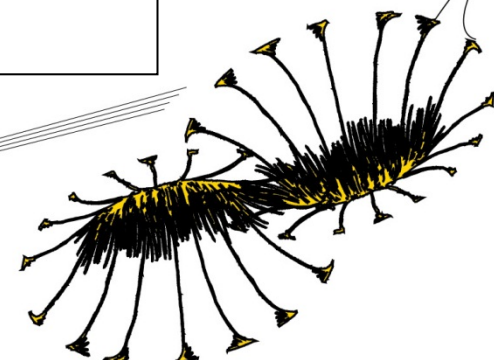
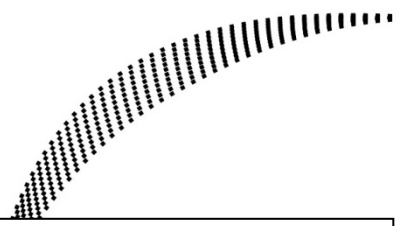
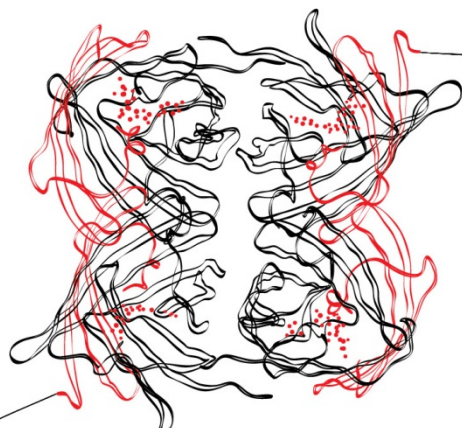




Screening for the appointment of staff at the University of Twente



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Management abstract

It is important for the University of Twente to select and employ reliable personnel. Screening is a tool to exclude candidates with a risk-enhancing profile (see Table 1). The purpose of this screening policy is twofold: first, to limit risk caused by behaviour that lacks integrity, particularly for positions with a high or other integrity risk, and second, to create awareness so the screening has a preventive effect.

In general, the following steps need to be taken:

- Determine whether and for which risk there is a purpose (Table 1) and which screening procedure should be used (Chapter 3)
- Use for selected candidate
- Contract will only be offered pending results or when screening results are positive

HR owns this process and supervises the steps to be taken, which are further specified in the flowchart (Appendix 1).

This policy includes a decision to have a screening component in the selection procedure of every vacancy, so the right candidate can be chosen for every position, instead of compiling an exhaustive and probably incomplete list of positions that would require a form of screening. A list of top-level positions has been added that require the highest level of screening.

Background

On average, the University of Twente welcomes approximately 450 new employees per year. As a good employer and social role model, integrity is paramount at the university. Through the structural application of a screening process, it aims to increase awareness while simultaneously reducing as many risks of mismanagement or misuse of people and/or resources as possible.

1.1 Introduction

Integrity is an important value that contributes to the quality and productivity of employees in general. Integrity (with the exception of academic integrity) in any professional organization involves careful and consistent action and being accountable in accordance with the values and standards of the organization. The degree of integrity directly correlates to committing fraud and other behaviour lacking integrity. For more information about integrity, please visit the website (website was launched in the summer of 2018).

It is important for the University of Twente to select and employ reliable personnel. Screening is a tool used to exclude candidates with a risk-enhancing profile. This is why screening in this context comprises both determining a candidate's level of integrity and reliability and measuring the degree of risk. New employees will also become aware of the fact that integrity (both academic and in general) is a priority for the university. Screening may be required by law or if the employer deems it necessary. It is important in any screening that the privacy interests of employees or candidates are weighed against those of the university.

1.2 Objective

The purpose of this screening policy is twofold: the first is to limit risk caused by behaviour that lacks integrity by means of pre-employment screening, particularly for positions with a high or other integrity risk. The second is to create awareness so screening has a preventive effect.

1.3 Delimitation of positions

This memorandum is intended for all members of staff. Certain positions within the university can be scored on vulnerability of the job aspects. The Central Agency for Certificates of Good Conduct (COVOG) has drawn up general and more specific screening profiles. Table 1 lists the most vulnerable job aspects.

For all of the job aspects listed in the table below, the following applies: for vulnerable positions, these parameters may make it easier for employees to exhibit behaviour lacking integrity which includes behaviour that benefits themselves to the detriment of the university or the universities best interests.

Table 1

Job aspect	Description	Examples of positions
Remit	Independently establishing and maintaining business contacts	Scientific directors/service directors
Vulnerable groups	Activities surrounding the care of minors and/or people in need of care (the elderly or the disabled)	Fitness instructors or swimming coaches, student counsellors and student psychologists
Power	A degree of power that, based on status, expertise and skill, could be used to influence persons or decisions	Lecturers, professors, Executive Board members, deans, portfolio managers for operational management, business directors and service directors
Interests	Conflicts of interest	Professors, Associate Professors
Money	Dealing with money and/or budget authorization	Heads of administration, controllers, employees with access to payment transactions > €100,000, service directors
Information	Authorized access, without immediate and continuous monitoring, to confidential information and information that is relevant for corporate vitality	HR managers, IT professionals
Service departments	When knowledge and power may be abused that arises in the provision of services	Security staff, IT professionals
Process	As a result of sabotage and destruction, essential business processes may be disrupted. This may endanger the safety of persons and goods	Security staff, IT professionals
Business transactions/re relationships	This risk area includes negotiations about quotations, consulting and mediation services, concluding contracts and other negotiations	Head of Purchasing and Head of Financial Audit

1.4 Vulnerable positions at the University of Twente

General

As a standard, before appointing an employee, the University of Twente's HR department asks the candidate to submit personal details, which will be included in their personnel file. The potential candidate's manager also plays an important role in this process. For a more detailed description, see Chapter 3.

Aberrant

A few positions in particular have been labelled vulnerable positions. A more intense screening will apply here. In addition to vulnerable job aspects, these positions can be assessed based on the criteria for determining vulnerable positions within the University of Twente. Customization of screening components is an option. Chapter 3 describes which screening components can be applied.

The screening policy excludes any distinction based on country of origin. Before foreign employees come to the Netherlands, they will be screened by the embassy. It is always possible to apply a more stringent screening procedure in consultation with the hiring manager.

Role of HR

The role of HR is process owner for the screening policy. HR is responsible for the following (see also Appendix 1. Process):

- Ensuring accurate performance of the screening procedure and consulting with the relevant departments. HR applies the standard as described under 1 (the standard)
- Monitoring and periodically monitoring the defined vulnerable positions
- Responsibility for the instruments to be used
- Giving advice on the process and associated preconditions
- Saving screening results in personnel files for at least five years
- Warning function in the event of a wage attachment

Screening

The University of Twente applies two types of screening:

1. For every new employee, regardless of their position (A).
2. For vulnerable positions where three levels of screening are possible, depending on the nature and importance of the position (B – D, via Validata, see Appendix 2 for an explanation of the components).

A. The standard:

During the application procedure and before an applicant is offered a contract, HR will obtain the following information. This information is saved in the personnel file.

- Copies of diplomas (highest degree programme completed/most relevant diploma)
- Verification of the candidate's identity (copy of passport/other form of identification)
- Completed and signed information form
- CV submitted by candidate

The supervisor obtains the following information:

- References: The candidate provides two or more references. References include a description of the candidate's performance. References add to CV selection and the recruitment process
- Internet search using the applicant's name (for example on LinkedIn, Facebook and/or other social media channels)

A+ Light electronic screening (very light risk profile € 22,50)

Initiate a VOG application (extra costs € 33.85) and Identity check

B. Basic/Light digital screening (with light risk profile - € 120,--)

- Identity check
- Copies of diplomas (highest degree programme completed/most relevant diploma)
- Work experience (last five years)
- Integrity
- Internet profile
- (Online) application for a certificate of good conduct (VOG, fee €15 to be paid by new employee/DigiD login code required)
- CV in European format

C. Complete digital screening (with increased risk profile - €145,--)

- Identity check
- Copies of diplomas (highest degree programme completed/most relevant diploma)
- Work experience (last five years)
- Integrity
- Internet profile
- (Online) application for a certificate of good conduct (VOG)
- CV in European format

- Credit standing/payment behaviour, registered companies, civil law judgements, guardianship register

D. Extensive screening (for top-level positions and very high risk profiles ±€ 1.250,--)

- Discussion of the hiring process and submitting all documents pertaining to the candidate:
 - Permission statement to be signed by the candidate
 - Questionnaire to be completed and signed by the candidate
 - Application and verification of the VOG certificate of good conduct
 - Application and check of a copy of financial information from the credit registration foundation (if required)
 - Limited research of public registers, databases, archives, reference books and other sources
 - Limited analysis of curriculum vitae
 - Integrity test (Savvy test) and results analysis
 - Brief interview with candidate at an external agency
 - Limited verification of documents and records, such as identity documents, diplomas, employment contracts, payslips and other products
 - Telephone verification of employment and training history
 - Analysis and matching data
 - Limited reports

Examples of top-level positions:

Executive Board
Deans
Scientific directors
Portfolio holders for teaching
Portfolio holders for research
University secretary
Business directors
Service directors
Portfolio holders for operational management

Screening during the selection procedure

- Faculty or service determines necessity of screening based on HR advice.
- In accordance with the NVP recruitment code, the organization is required to be transparent about specific components of the selection procedure in their recruitment advertisement. The following sentence is included in the recruitment profile: 'Applicant screening is part of the selection procedure'.
- For the time being, screening is only used for candidates selected for the final round to discuss the terms of employment (following the second round of interviews).
- The meeting to discuss terms of employment may be held once a preliminary report has been submitted (excluding the VOG certificate of good conduct). Agreements are made subject to the outcomes of the total screening including the VOG certificate of good conduct.
- In the event screening is used, the following applies: a candidate must always give explicit prior approval for the screening by signing a consent form.
- The following sentence is included in the deed of appointment: this employment contract is entered into subject to a positive screening and a positive certificate of good conduct (VOG).
- If the screening report shows a negative recommendation, the appointment of the candidate will be reconsidered. After the supervisor and the HR manager have assessed the report, the relevant service/faculty director will determine if the discrepancies in the report are serious enough to warrant rescinding the job offer.

Situations after commencement of employment

- The normal screening procedure applies to internal applications for positions with a risk-enhancing profile. In this case the vacancy holder and HR will determine the type of screening for the vacancy.
- Changes in the situation of employees who work in vulnerable positions including wage attachments do not warrant a screening. In the case of a wage attachment, the UT Directorate HR will determine if the employee's situation is a risk to their ability to perform their duties. Subsequently, the UT Directorate HR will inform the responsible service director of their findings.

Compliance

In addition to these screening requirements, all UT staff are explicitly informed of the codes and regulations relating to integrity. New employees will be informed of these codes and regulations in the letter of appointment. Existing employees will receive notification in the form of a link to a website.

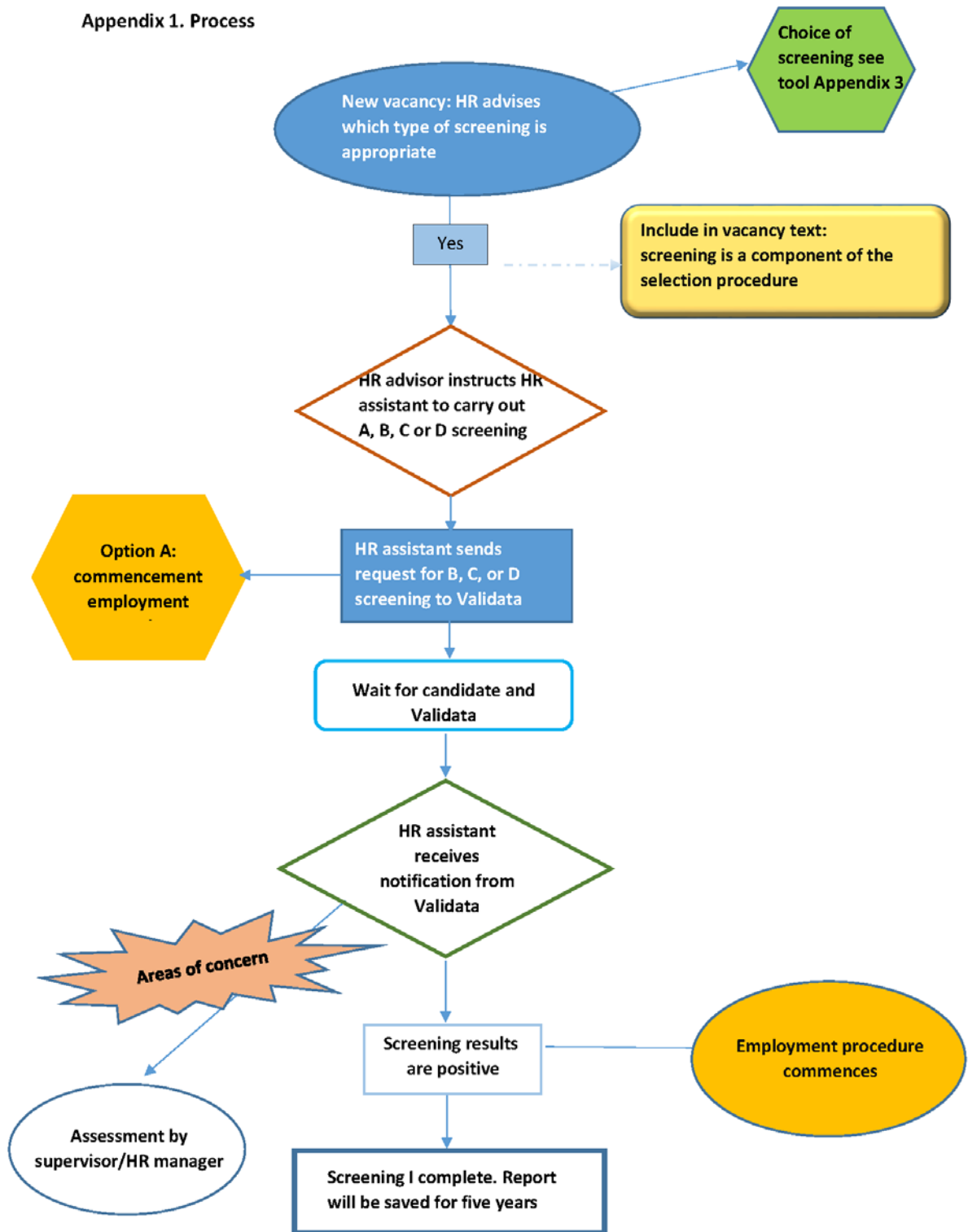
Implementation process

The following process is used for the correct implementation of the new screening policy:

- The screening policy can be found on the landing page for managers (recruitment and selection section)
- A screening policy is included in the HR tools
- Explanation in the HR advisers meeting and DOP
- Recruitment policy officer will be consulted in case of dilemmas
- Screening policy is part of the new ATS (recruitment and selection system)
- Tool is used to facilitate the meeting between the vacancy holder and HR
- Every six months, a management report with trends is published (how often a screening is performed, differences in comparable university job profiles, screening results). These results are discussed in the HR team

Appendix 1

Appendix 1. Process



Appendix 2

What	How
Identity check	Verification of the authenticity of forms of ID, both domestic and international. In addition, the VIS register notifies you when your identity document has been reported stolen or missing.
Diploma check	Verification of both the current degree programme and any diplomas previously obtained. Verification of degree programmes in the Netherlands is conducted by the DUO Education Executive Agency or the programme institute. When obtaining a degree abroad, we work closely with Nuffic or Qualification Check.
Work experience	Verification of the candidate's work experience of the last five years. Using a secure link, the individual involved will be approached by the HR department to check his or her former employees, the work period and the position specified.
Integrity	A standard questionnaire with integrity questions about possible ongoing criminal cases, ancillary positions, and so on. After answering the questions, the list will be signed by the individual.
Internet profile	Information on all the websites that include the individual. Only the URLs where it's 100% certain that the information refers to your candidate.
Application for a certificate of good conduct (VOG)	Certificate of Good Conduct/Criminal Background Check Facilitation of the application for a Certificate of Good Conduct or a foreign equivalent, if possible via DigiD. Abroad: support in obtaining a foreign Criminal Background Check.
CV verification	Will be uploaded and verified, also using the above-mentioned input.