



**Screening process for appointing
support staff at the University of
Twente**

Reference:
Date: 09-12-2013
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1 Introduction

UT's approach to hiring and selection has a direct impact on the qualities and skills the organization has at its disposal. Within a professional organization, integrity is an important value that contributes to the quality and productivity of staff and requires that everyone act in a careful, justifiable and consistent manner in accordance with the organization's norms and values. There is considered to be a correlation between the degree to which one acts with integrity and the likelihood of committing fraud.

There are three factors which influence the likelihood of a person committing fraud.

Opportunity: There must be an opportunity to commit fraud. Examples include the extent to which systems, staff performance and possibilities to take control and set your own course are monitored.

Motivation: The fraud offender(s) must feel tempted or compelled to commit fraud (motive). This may be because of something that occurred on the job or in someone's private life.

Rationalization: Justifying the fraud. This involves a person's characteristics and positive experiences with fraud.

The Hoffmann report proposes several measures to avoid or minimize integrity risks within the UT. One of these measures is conducting a screening when selecting future staff members. The screening process mainly focuses on motivation and rationalization and will be based on past events. Generally speaking, people act consistently, both within specific situations and over time. This means that decisions made and the behaviour displayed in the past are a good parameter for future actions.

This memorandum answers the main question of how to structure the UT's screening policy.

The aim is to limit risks of corruptible behaviour by selecting our own UT staff members, especially when susceptible positions need filling.

2 Defining characteristics of susceptible positions

The memorandum focuses on support staff, dean positions and scientific directors. Academic integrity is not discussed in this memorandum. The UT's recruitment and selection procedures for future academic staff limit risks because they are subject to strict requirements regarding publications, citations and speeches. Moreover, it is part of the recruitment and selection process to verify references. Violation of academic integrity will not be avoided when a different screening procedure is applied.

Support positions at the UT can be identified with regard to the fraud-susceptible aspects of the position. The Central Agency for Certificates of Conduct (COVOG) has drawn up both general and specific screening profiles. The table below provides an overview of the most fraud-susceptible aspects a position can have.

All of the below possibilities to take control and set your own course, when forming part of a susceptible position, can lead to the staff member concerned having an advantage which is not in the interest of the University and may even cause damage to the University.

2.1 Fraud-susceptible aspects of a position

Staff member	Independently establishing and maintaining business contacts
Power	Power which, based on status, knowledge and/or skills, can influence people or the decision-making process
Interests	Conflict of interests
Money	Authority to process money and/or budget
Goods	Management of goods and responsibility for, among other things, acquisition, receipt and distribution
Working alone	Working alone and making decisions within one's own field of expertise
Business contacts	Independently maintaining contacts with external suppliers and having the authority to tender for a contract, decide about quotations, conduct negotiations and conclude business contracts
Information	Authorized to access sensitive and vital company information without direct and constant monitoring

2.2 Susceptible positions at the UT

The guiding principle of the screening policy is for screening to take place standardly for every recruitment and selection procedure, irrespective of the vacant position. The standard the UT applies requires that HR request the following data from the candidate prior to employment: copy of certificate(s) and/or diploma(s), certificate of good conduct, integrity statement (based on the UT's integrity code). These documents will be kept in the personnel file. In addition, the manager will ask for references and will check how the candidate presents themselves online. Several positions in particular have been identified as susceptible positions. For these positions, a more thorough screening will be conducted. Apart from assessing compliance with the fraud-susceptible aspects of a position mentioned above, positions can also be assessed on the basis of the following criteria for identifying the susceptible positions within the UT.

Criteria:

1. The staff member has power of decision, which can lead to the staff member concerned having an advantage which is not in the interest of the University and may even cause damage to the University.
2. There is insufficient control over the performance of duties.
3. The staff member handles or has access to sensitive information which could damage the UT, UT staff members or applicants if used in the wrong way.

	External intake		Internal mobility	
	Screening in case of susceptible positions A + C (B is optional)	Screening A	Screening A + C (B is optional)	Internal references requests
Administrative & secretarial support	Treasurer Head of Operational audit Controllers Head of Administration/salary administration Staff members involved in payment transactions	<u>UT standard</u> Other administrative and support positions	In case of internal transfer to susceptible positions	In case of internal transfer to other administrative and support positions
Facility Service Centre	Head of Procurement Security service staff members			
Management support	Executive Board Managing Director Head of department/service centres/department Secretary Business Director			
ICT	Right Sourcing Contract Manager Security Manager			

3 Screening

There are three screening levels (A, B and C), dependent on the type and workload of the position to be filled. In addition, the combination of screening elements may differ according to the position to be filled.

- A. HR/manager requests data during the selection procedure (= standard)**
- B. Optional: electronic screening via CV-OK**
- C. Outsource screening procedure to a screening agency (screening in case of susceptible positions)**

A. HR/manager requests data during the selection procedure (= standard):

Before offering an applicant employment with the UT, the following data will be requested by HR during the application procedure. These data will be kept in the personnel file.

- copy of certificate(s) and/or diploma(s) (highest level/most relevant)
- Certificate of conduct (VOG)
- Integrity statement (based on the UT's integrity code)

The manager will request the following data:

- References: The candidate provides one or more references. References provide some information about a candidate's performance and they complement the CV selection process and the selection interview.
- Internet search using the applicant's name

B. Optional: Complete Electronic screening profile via CV-OK

For this type of screening, the following aspects and skills are examined:

- Identity control;
- Creditworthiness/payment record, companies to one's name, civil sentences, guardianship register;
- Certificates and/or diplomas (highest level/most relevant);
- Work experience (last five years);
- Internet profile;
- (Online) application for Certificate of conduct (VOG);
- CV in European format.

NB: CV-OK facilitates the online VOG. You can only apply for the online VOG if you have a DigiD code.

C. Outsource screening procedure to a screening agency (screening in case of susceptible positions)

This screening entails at least the following elements:

- Discussion of the employment process and delivery of all documents about the candidate;
- Declaration of consent (to be signed by the candidate);
- Questionnaire (to be filled in and signed by the candidate);
- Application for and review of a certificate of conduct;
- Application for and review of the data provided by the Stichting Bureau Krediet Registratie (if necessary);
- Brief research into public registers, databases, archives, reference books and other sources;
- Brief CV analysis;
- Integrity test (Savvy test) and results analysis;
- Brief interview with the candidate at Hoffmann in Almere;
- Brief verification of documents and records such as identification papers, certificates and/or diplomas, employment contracts, payslips and other work-related products;
- Verification of previous employment and education by telephone;
- Analysis and data comparison;
- Brief report.

4 Screening during the selection procedure

- So far, screening only takes place during selection procedures.
- In keeping with the so-called 'NVP sollicitatiecode' - a code of conduct for the transparent and fair recruitment and selection of future members of staff -, the organization has to be clear about unusual elements of the selection procedure when writing the job advert. The recruitment profile needs to contain the following sentence: "The selection procedure includes a screening".
- The screening will take place after the second round of interviews.
- If screening type B or C is employed, the candidate must always give their approval for the third party to conduct the screening by signing a declaration of consent.
- The conversation about the terms of employment can take place after a preliminary report - excluding the VOG - has been submitted. Agreements are to be made subject to the results from the total screening, including the VOG.
- If a negative advice is given in the screening report, the candidate's employment will be reconsidered. The secretary of the University decides whether or not the difference between the impression obtained from the selection procedure in general and the findings from the screening report is so great that there may be cause not to employ the candidate.

5 Situations after commencement of employment

- When UT staff members internally apply for susceptible and non-susceptible positions, internal references need to be requested.
- Changes in the situation of staff members with susceptible positions (e.g. if they have become the subject of attachment of earnings) do not justify screening. In case of attachment of earnings, HR will determine if the staff member's situation poses a risk to their performance. Next, HR will inform the HR manager responsible for the staff member. In case of doubt, this HR manager can contact the responsible managing director, department or service centre.

6 Role of the HR department

HR is the body in charge of the screening policy procedure. It is concerned with:

- Accurate execution of the screening procedure (in which HR uses the standard as described under A);
- Supervision and periodical monitoring of the positions identified as susceptible;
- Responsibility for the instruments to be employed;
- Advice regarding the process and preconditions to be met;
- Being the informer in case of attachment of earnings.