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Building a **Global Screening Program**

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Foreword - **Elise Eidemiller**

With many global organizations either growing or dealing with high employee turnover from “The Great Resignation,” the race to hire top talent is on.

To make matters more complicated, the outline of a company's global footprint, which used to be more clearly defined, is now blurred by digital transformation and remote working. Additionally, for many companies, providing a positive hiring experience is a priority, as this could help reduce candidate attrition during the onboarding process.

Given this, now may be a good time to review your background screening processes to address any pain points in your candidate experience.

This eBook explores some key areas to consider before rolling out a global screening program, including your candidate experience, account management and support needs, local compliance, and implementation, with insights from some of HireRight's global team members who are experienced in these areas.

I hope you will find this a useful guide and it will provide you with some food for thought when considering how to build a global screening program for your business.

If you have any questions, please get in touch with your account representative or reach out using the contact us details in the back of this eBook.



Elise Eidemiller
*Senior Vice President,
Customer Success*
HireRight

Chapter 1 - Getting Started

While onboarding new talent as quickly as possible is vital in the current employment climate, this can bring additional risks to your organization if it leads to background checks being pared back, or even omitted entirely because they are perceived as too complex in a global market.

Let's take a closer look at three components we consider to be essential for any truly global screening program.

1 A Consistent Candidate Experience

The hiring journey does not end with an offer letter. Employers know that background screening helps to reduce your company's employment risk, however, at this stage it is also critical to provide a great candidate experience.

Michael Tang, an Account Director who supports many of HireRight's APAC customers, explains why being proactive and transparent around the screening process is key for a smooth candidate experience.

In many cases, an experienced screening provider could have screened more candidates than an employer has ever hired and may therefore be able to share insights into common issues candidates may experience during the background screening process. A screening provider may also offer resources to help employers prepare their candidates for the screening process, such as a summary of candidate frequently asked questions (FAQs). A consistent delivery of the candidate experience is just one of the benefits of working with a single global screening provider.

“Prior to the screening process, candidates should receive an email from their employer or their employer's screening provider with a full run down of what to expect. They should also be informed about which documents to prepare, and who they can expect to hear from in the process. Fully explaining this beforehand makes the process easier for both the employer and the candidate and can help avoid bumps in the road later in the process.”

2 Global and Local Account Support

Now that your candidates are being looked after, what about your HR teams?

Many organizations may have a headquarters in one location but run background checks in different states, regions, or countries. Trying to understand the complex web of local laws, court systems, cultures, and customs can be a major headache for local recruitment teams – this is where global screening providers with local account support can be a big help.

“One challenge when screening in Latin America is that there are many countries in the region, each with their own public record requirements,” explains Guillermo Saldierna, Account Manager in Latin America at HireRight. “Countries have very specific requirements, which can result in longer turnaround times for those that do not fully understand these.”

Businesses in Europe, the Middle East, and Africa (EMEA), Asia-Pacific (APAC), and North America face similar challenges, with different local languages, cultures, and nuanced screening requirements. Partnering with a screening provider that offers in-region account support and understands the local nuances that can impact screening can help take much of this stress away.

3 Local Compliance Expertise

With different countries, states, provinces, cities, or other localities often having their own laws around certain topics (e.g., data privacy), keeping up to date with the latest compliance changes impacting employment and background screening can also be a major challenge for HR professionals.

“Employers hiring individuals from different countries or with international backgrounds need to be aware of any local laws that could impact their screening program,” says Caroline Smith, VP Deputy General Counsel, International at HireRight. “For instance, in Poland, criminal record checks are only permissible for employers in the Financial Services sector, and global sanction checks are only allowed if they are considered ‘fair and proportional’ to the role. Employers should work with their screening provider to help them determine not only which checks are lawful, but also which checks can best help to mitigate the risks their business is most concerned with.”

At HireRight, we have a range of reference materials on a variety of compliance topics, including U.S. quarterly compliance webinars (also available on-demand) and compliance eBooks, blogs, and tip sheets, to help our customers stay on top of the continuously evolving compliance landscape.



Summary

A truly global screening program is one that can accommodate candidates who may have lived, studied, or worked in different worldwide locations. By opening their international doors, employers can search farther and wider to onboard the best talent.

But global recruitment can be complicated. Employers should work closely with a global screening company that has proven experience and the capability to help navigate regional or local complexities.

Chapter 2 - Compliance Considerations

In this chapter, Caroline Smith discusses why you need to think globally and act locally when rolling out a global screening program.

It is a common misconception that creating a consistent global screening program simply means conducting the same checks in every single country or region that you are hiring in, and/or for every different role type in your business – this is often not the case!

Each region, country, state, city, or territory may have their own data privacy laws impacting what is and isn't permissible during pre-employment background checks. Here are a few things to consider when you are looking to roll out a global background screening program:



Caroline Smith
VP, Deputy General Counsel
HireRight

Understanding Local Laws and Restrictions

North America

Many countries around the world do not have federal data privacy legislation. This can make background screening more difficult, as candidates from different states or cities within the same country may have different laws impacting how their background screening process takes place, what information they can be asked for, or which checks are permitted. Ban-the-Box laws, pay equity legislation, and cannabis accommodation laws are just three examples that employers hiring in the U.S. must navigate as part of their screening program.

In other locations, in addition to federal law, there may be territorial or provincial laws to consider, which may have additional requirements for businesses to adhere to. For example, in Canada – specifically, in Alberta, British Columbia, and Ontario – there are provincial laws that have additional requirements, such as disclosures to the candidates regarding the scope of the background checks.

Chapter 2 - Compliance Considerations

Rest of World

While in many countries, a wide range of common background screening checks – such as criminal, identity, employment, education, and credit checks – are widely available and legally permissible, in certain locations this is not the case.

Outside of North America, there are consolidated privacy laws in most commercial hub locations such as Singapore, Europe (including the EU and the UK), China, and Australia. We are also seeing new consolidated privacy laws in emerging markets such as India and Thailand. These laws would seem to provide clear guardrails about what can and cannot be checked, however, underlying all these laws is the concept of relevancy and proportionality, which underpins what constitutes fair and lawful processing.

This means that as well as considering if a check is available and legally permissible, employers must consider if the check is relevant and proportionate in context of the role into which the candidate is to be hired and the specific risk profile of the sector vertical of the entity and its own risk profile. This can be challenging. To give some examples, in Singapore, an adverse media search is available and legally permissible, but it should only be conducted where the risks inherent in the role justify the same. This analysis is equally applicable to global sanctions checks in locations such as Poland.



In terms of purely legal restrictions, some checks are not available due to restrictions imposed on the gathering and processing of data points that would be required to drive accurate checks. For example, it is not permitted for employers to collect or process an individual's resident registration number (RRN) in South Korea. This means that it is not possible to use government sources to conduct criminal checks, however, the hiring organisation may still require a check to assess the hiring risks that would ordinarily be picked up in a criminal check.

By working with a knowledgeable background screening company that understands these local nuances, alternative checks can be identified and used to manage these risks – for example, a conduct check.

Challenging Checks

There are several factors that may impact the complexity of a background check. In places like the Philippines and India, the absence of digitized organized records means a lot of searches are more manual, which can expose businesses to additional risk due to losing a piece of the process. This also, unavoidably, increases turnaround times during the screening process.

Screening in the Philippines can also be a challenge due to the local naming conventions – there is a similar issue throughout Latin America. Filipinos have four names, two of which are their surname. When a woman marries, she loses her first surname, her second surname becomes her first surname, and her husband's surname becomes her second surname. So, the identifiers you collect become extremely important to ensure that you can match the individual to the correct records.

Cultural Considerations

Attitudes to screening vary from location to location. While it may be standard practice in the U.S., in other regions, background screening is still an emerging practice. As such, in addition to the myriad local laws that may impact a global screening program, there are cultural considerations to make when looking to expand your screening program overseas.

For example, in Japan, some checks need to be conducted carefully, or not at all, such as address checks, which are not generally permitted to avoid unconscious bias in respect to areas that are culturally linked to anti-social behaviors.

Summary

To help build out a global screening program which is consistent for your candidates all around the world, businesses would benefit from partnering with a screening provider who can provide detailed, location-specific compliance guidance and support – not only around the laws currently in place, but also new legislation that may impact screening in the near future.

About Caroline Smith

Caroline Smith has been with the HireRight group for over 10 years and is VP Deputy General Counsel for HireRight's International business (EMEA/APAC region). Caroline assists in the negotiation of contracts across the region and leads the international business compliance function advising on a range of issues including data protection and regulatory updates.

Caroline is a UK qualified lawyer with over 18 years' experience and prior to joining HireRight, she was with Herbert Smith LLP and Clyde & Co LLP working on a range of complex international corporate, corporate insolvency and commercial matters.

Chapter 3 - Defining your Priorities

If you are building a global screening program for the first time, it may be difficult to decide on your priorities.

For this chapter, we asked some of HireRight's global account management professionals what they have learned about global screening programs from their customers. Here are six key areas to consider before setting up a global background screening program:

1 Risk Appetite

“Organizations need to **think about their risk tolerance levels and the risks they are looking to mitigate**. This will not only drive the solutions and products they want to buy but also the vendor they will want to use.”



Natasha Craver
Strategic Growth Director, UK
HireRight

We partner with our customers to help them identify the packages and solutions that may meet their needs based on their risk management requirements, so their candidates are screened to the levels they desire.

By understanding the “why?” behind the screening, HireRight can better educate customers on the component checks that may best address those risks. For example, a company concerned with reputational damage may consider adverse media and social media searches to help mitigate risk with their senior/executive hires.

2 Candidate Experience

“One way to help make a **screening program successful is through candidate education**. Outside of more mature markets, such as the U.S., background screening is less known and understood, so many candidates may question why you need to conduct a background check in the first place.”



Michael Tang
Account Director, Singapore
HireRight

“Businesses should **take steps to help their candidates feel more comfortable** with the screening process, especially if it is their first time having a background check.”



Alex Scott
Account Director, UK
HireRight

Prior to receiving an email from HireRight, our customer's candidates are given an informed run-down of what to expect during the screening process by their new employer and told

Chapter 3 - Defining your Priorities

which documents to prepare. FAQs are also available online to help address any concerns.

Additionally, within HireRight's Applicant Center, customers can customize the candidate experience by adding their brand colours and logo, videos, and other important information into their portal, to help guide candidates through the screening process with a familiar look and feel.

3 Think Global, Act Local

“Understanding local screening nuances is critical when rolling out a global program – it helps to build trust when your screening provider shows they understand different local screening landscapes and possible challenges they may bring.”

“Companies with a **global footprint** should look for a provider who can work across all their regions, and **ideally has regional/local teams**, including account managers, to support their global screening activities.”



Kelly McCarthy, Sr.
Strategic Growth Director, U.S.
HireRight



Disha Joshi, Sr.
Enterprise Sales Executive,
India
HireRight

HireRight supports global screening programs by working closely with our regional subject matter experts to support its customers' needs. This is important because compliance restrictions or other local nuances can impact how businesses can conduct background screening in different locations.

4 Consistent Screening and Reporting

“Consistency is key for businesses when it comes to background screening. Many companies want their global candidates to have a similar experience, using consistent parameters (where possible) during the screening process, regardless of their candidates' locations. They also want **simple, consistent reporting across their global screening program.**”

By utilizing HireRight's unified global platform, HireRight's customers can offer a consistent screening experience to their global workforces, wherever their candidates are based.

Additionally, HireRight's screening reports have a simple and consistent format and structure, supporting businesses to manage their screening activity locally, regionally, or globally – whatever suits each company's management structure best.



Michael Tang
Account Director, Singapore
HireRight

5 Account Management Support

“When it comes to local and regional support, **businesses often want the screening provider’s global teams involved** before the implementation starts. These teams can help educate on best practices and any local compliance requirements that may impact a global screening program.”

“Many customers, particularly larger global employers, require a **multi-layered account management approach**. It can also really help to have regional contacts who can provide **local knowledge and support** from within the same time-zone.”

HireRight has many levels of account management support for our large global accounts, including global and regional account directors (who own the overall strategy of the accounts), account managers and coordinators (who help with the day-to-day running of the accounts), and customer service (who deal with common candidate enquiries).



Harsh Chouhan
Manager of Account
Management, India
HireRight



Steve Moss
Global Account Director, UK
HireRight

6 Applicant Tracking System Integration

“Choosing whether to integrate with an Applicant Tracking System (ATS) comes down to each company’s **HR processes – how they manage their personnel, their recruitment process, and their onboarding process.**”

ATS partner solutions and integrations have become increasingly popular with our customers over the last few years because they can help to simplify their recruitment processes and are easy to support from the customer’s side.

At HireRight, we offer over 70 integrated solutions with more than 50 Human Capital Management (HCM) and ATS providers. Find out more about HireRight’s integrations by visiting: www.hireright.com/partners



Mick Millar
Product Manager, U.S.
HireRight

Chapter 4 - Onboarding and Implementation

For this final chapter, we interviewed Jill Boardman and Charlotte Metcalfe to ask about what a successful customer implementation and global rollout look like.

What background screening implementation trends have you seen in 2022?

JILL: Recently, I have seen that many large global enterprises are shifting towards a single vendor approach to global background screening. This means that when implementing a global screening program, for each country or region a business operates, the company needs to have a clear vision as to how their screening program will run and why things need to be done a certain way, especially if this is different from how screening is conducted in other locations.

From an implementation perspective, this can make things far more complex than if a company was just rolling out a screening program in one location. There are many local nuances that could impact the specific checks which can be run in each location – for example, cultural acceptance of background screening, compliance restrictions, and product availability – so it is important to partner with a screening provider that is experienced in rolling out truly global screening programs, understands these challenges, and can help you to overcome them.



Jill Boardman

*SVP of Revenue Operations
and Enablement*
HireRight



Charlotte Metcalfe

*Implementation
Project Manager*
HireRight

HireRight's 15th Annual Benchmark Survey, which was conducted in March 2022 and received over 2,300 responses from HR and risk professionals from around the world, found that 31% of respondents globally are working with a single provider for all their global screening services. Another 40% of respondents globally said their company is working with a single screening provider but that they only screen in one country.

Additionally, around a fifth (19%) of global respondents who said their company worked with multiple screening providers said they planned to consolidate their screening services to a single provider within the next 12 months, with "consistency of service/candidate experience" cited as the top motivation for this move.

Chapter 4 - Onboarding and Implementation

What are some of the most common motivations for moving towards a single global screening provider?

JILL: It is important for a screening provider to understand a customer's motivations behind changing to a single vendor to help meet their needs. Some common drivers for working with a single screening provider are cost, ease of management (one vendor can be much simpler to manage than many local screening providers), and the ability to build a consistent global screening program. Applicant tracking system (ATS) integrations with screening providers are also becoming more widespread internationally – the market in the U.S. is already very mature but it is now gathering pace outside of the U.S. Working with a single global screening provider and a single global ATS can help companies to deliver a consistent background screening experience to all their global candidates, which is often a key driver for moving to a single screening provider.

How important is regional stakeholder management during a global screening program implementation?

JILL: A common mistake made by businesses is not engaging with the right resources at the right time and not engaging with the right people – particularly regional stakeholders for global screening program implementations. If individuals have previously only managed background screening in the U.S., they may (wrongly) assume they can order the same checks all around the world and not engage with their regional stakeholders who may have local knowledge that could impact the requirements of their global screening program.

Many countries or regions have their own compliance considerations, such as data privacy legislation, which need to be fully considered when building a global screening program, to ensure any local screening regulation requirements are met.

Not engaging with your regional stakeholders can cause problems during implementation and even lead to delays in launching your program, as the project may need to be re-scoped to take into account any changes. Identifying your regional stakeholders early on and working closely with them to plan out your screening requirements in each location before implementation can help to avoid unnecessary delays later down the line.



Chapter 4 - Onboarding and Implementation

What does a successful global screening rollout usually look like for a customer?

JILL: I think a successful rollout typically consists of the following five things:

1. A seamless implementation of the background screening solution – and where possible, integrating with the customer’s applicant tracking system(s)
2. Meeting the customer’s expectations in terms of the packages and products the screening vendor provides
3. Ease of use and the ability to get adoption from all their users
4. Simple change management, so the customer knows where to go to get support when needed, and
5. High adoption throughout the business, with limited hiccups, as they go live.

When does HireRight’s project management team begin working with new customers?

CHARLOTTE: Our project management team typically starts working with a customer early in the customer onboarding process, so we are fully prepared to get started once the contract has been signed.

We then review the customer’s requirements (e.g., the schedule, product solutions etc.), liaise with the appropriate internal teams, and organize a kick-off meeting/call with the customer (and any needed HireRight team members) to find out more about the customer and their priorities for the implementation, go over the details of the rollout, and do our best to ensure that everything is how it should be.

During this meeting, we gather as much information as we can about their requirements (e.g., how many accounts are being set up, if there is an applicant tracking system integration) and then establish a plan that will dictate how often follow-up meetings will be.



Chapter 4 - Onboarding and Implementation

What are some of the key implementation considerations for global rollouts?

CHARLOTTE: There are many factors businesses need to consider ahead of implementing a global screening program. These include:

Local regulations – If it is a global implementation, local laws, such as data protection regulations, in each location need to be considered, as they may prohibit certain checks from being conducted in specific locations. This information can then be used by customers to create regional packages that take into account these differences, rather than one global package.

Company policies – Each business may have its own company screening standards or policies they must adhere to globally, so it's important that these are communicated to the screening provider.

Regional stakeholders – Even if a screening program is managed centrally from one location, it is likely that there will be key stakeholders in each region or country that need to be brought into the process.

Account setup – Another key area of discussion for global rollouts is the account set up, which could include information about the administration of the program from the customer's side, e.g., who the users are and where they are based, as well as invoicing requirements.

Go-live plan – It is important organizations are prepared to discuss go-live needs early on, including timeframes and whether the rollout is to be a phased rollout or if simultaneous global go-live is required.

Applicant Tracking System integrations – A global business may work with one or more applicant tracking systems (ATS). It can make the implementation more complex if the screening program needs to be integrated with multiple applicant tracking systems.

As a project manager, how do you help to ensure a successful onboarding?

CHARLOTTE: At HireRight, we help manage onboarding through several important documents that monitor implementation progress, track the tasks required to complete the implementation, facilitate meeting discussions, and guide customers through their account settings and contacts. Screening programs often evolve in scope during the implementation stage, so it can be useful for the customer to have everything documented to help them to understand the details their screening program.

Chapter 4 - Onboarding and Implementation

Lastly, what three tips would you give to a company about to go through a global background screening program rollout?

CHARLOTTE: Firstly, it's essential to have realistic timeframes in mind for the implementation, with a target go-live date established early on. The complexity of a company's organizational setup, the number of accounts and packages needing to be set up, and any ATS integrations can all impact how quickly a program can go live.

Next, I know Jill mentioned this earlier on, but it can't be overstated how important it is to identify and involve regional stakeholders early in the process. This enables a company to get them onboard and answer any questions before the implementation has begun, which can reduce the chance of delays during the rollout.

Finally, it is crucial to have good communication between a business and their screening provider. There will be times when the screening provider will require certain information from the customer, or the customer will need to make decisions, and long internal processes and deliberation on these can impact the overall go-live date. It is a partnership, and poor communication from either party can lead to delays during implementation, which nobody wants.

About Jill Boardman, Charlotte Metcalfe, and the HireRight Implementation Team

Jill Boardman is the Senior Vice President of Revenue Operations and Enablement at HireRight. In this role, Jill has global responsibility for all HireRight's revenue operations functions to include Sales Operations and Customer Onboarding functions to include Sales Support, Solution Consulting, Project Management, Technical Consulting, Customer Training, Credentialing and Account Maintenance. Jill has been working in the background screening industry for 21 years, joining HireRight in June 2016.

Charlotte Metcalfe is an Implementation Project Manager for HireRight, based in the UK. Charlotte supports the onboarding of HireRight customers throughout the Europe, Middle East, and Africa (EMEA) and Asia-Pacific (APAC) regions and has been with HireRight for 16 years.

HireRight's global team of in-region project managers have an average of eight years of industry experience, giving them a great depth of knowledge and understanding of global background screening programs. Many of the Implementation team have worked in various parts of the business, which helps them to troubleshoot issues and understand the scale of global screening rollouts.

Helpful Resources

- [HireRight Resource Library](#)
- [HireRight Blog](#)
- [HireRight in the News](#)
- [HireRight's 15th Annual Benchmark Report](#)



About HireRight

HireRight is a leading global provider of technology-driven workforce risk management and compliance solutions, providing comprehensive background screening, verification, identification, monitoring, and drug and health screening services. HireRight offers services via a unified global software and data platform that tightly integrates into its customers' human capital management systems enabling highly effective and efficient workflows for workforce hiring, onboarding, and monitoring. In 2021, HireRight screened over 29 million job applicants, employees, and contractors for its more than 40,000 customers around the globe and processed over 110 million screens.

For more information, visit www.HireRight.com.

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