

Using Algorithmic Screening to Identify High-Risk Attitudes and Behaviors that Criminal Background Screening Fails to Identify

The Security Executive Council (SEC) Solution Innovation Partner (SIP) program evolved as a means for practitioners to choose a trustworthy risk mitigation provider with confidence when there are a myriad of options in the marketplace. Proven Solution Innovation Practice Case Studies help to evaluate performance claims and differentiate security solution providers for business outcomes including risk mitigation, return on investment, and security assurance.

This Solution Innovation Case Study offers a proven process approach for mitigating risk(s) that could result in injury or impairment of people, assets, critical processes, products and/or brand reputation. This proof point examines representative risk issues, mitigations and result outcomes as validated by the Security Executive Council and the end-user.

The following case study demonstrates a state law enforcement agency's ability to fill the gap in their background screening process.

Risk Issues and Mitigation Opportunities:

1. End user is a state law enforcement agency, with over 12,500 employees, that experienced challenges related to attracting and retaining talent, including:
 - a. High levels of employee turnover
 - b. Smuggling of contraband and incidents of bribery
 - c. Gang infiltration
 - d. Incidents of sexual assault and harassment
 - e. Use of excessive force
2. The agency was frustrated with their inability to obtain all relevant risk information with current tools, including federal criminal background checks, drug/alcohol tests, and psychological assessments.

Solution Requirements:

- Provide agency personnel and candidates with online access to the platform at all sites across the state and at hiring events
- Identify information that background screening fails to identify, including:
 - Admissions of involvement in criminal activity or counterproductive behaviors, regardless of whether the activities have been reported to authorities
 - Tolerance of criminal activity or counterproductive behaviors
 - Attempts to deceive, conceal information, or evade a topic
- Reduce attrition rate
- Discover high priority risks to disqualify candidates from employment consideration
- Reduce hiring employees who are at-risk or involved in counterproductive behaviors

Delivered:

- ✓ Proactive analysis covering a wide spectrum of employee risks within Verensics standard categories:
 - Bribery / Fraud
 - Financial Stability
 - Harassment / Bullying
 - Honesty / Integrity
 - Illegal Drugs / Alcohol Use
 - Loyalty / Turnover
 - Motivation / Withdrawal
 - Protection of Information / Sabotage / Industrial Espionage
 - Theft
 - Workplace Violence
- ✓ Custom risk categories tailored to specific client risks:
 - Gang Affiliation

- Abuse of Authority/Use of Excessive Force
- Inappropriate Relationships
- ✓ Numerous admissions of involvement in counterproductive behavior
- ✓ Improved situational employee risk understanding
- ✓ Better defined risk appetite when making individual employee hiring decisions
- ✓ Rolled out to 34 agency offices and Headquarters

Outcome and Benefits of Service Including ROI:

- ❖ During the 6-month period of the state agency study, the Verensics platform was used to evaluate 1,902 candidates. The candidates were evaluated at the end of the agency's vetting process, after each candidate had already successfully passed other screening requirements, including a federal criminal background check and drug test. Verensics identified 212 candidates (11%) who were "Below Minimum Conditions" for agency employment.
- ❖ Of the 212 candidates Below Minimum Conditions, 34 candidates (16%) admitted to counterproductive behavior in several categories.
- ❖ The agency saved \$1.1 million in the six-month period in recruiting and hiring costs, which the agency attributes to the addition of Verensics to their process.
- ❖ The agency's terminations-for-cause were reduced by 54% during the study period. This reduction saved the agency \$78,000.
- ❖ The following table provides an example of the information the agency discovered using the Verensics platform, allowing the agency to disqualify unsuitable candidates from further consideration:

Number of Candidates	Report	Admission of Personal Involvement	Tolerance of Inappropriate Behavior	Discovered by Federal Background Screening	Discovered by Drug Test
3	Admitted to being sent to apply for the job by a criminal gang.	YES	YES	NO	N/A
77	Would not report a colleague who used excessive force.	NO	YES	NO	N/A
8	Were dismissed from a previous workplace due to an act of fraud or theft.	YES	YES	NO	N/A
24	Admitted to stealing from a previous workplace.	YES	YES	NO	N/A
2	Admitted that they had sexually harassed a colleague in the workplace.	YES	YES	NO	N/A
10	Admitted to driving under the influence of illegal drugs.	YES	YES	NO	NO
1	Admitted to drinking alcohol at work.	YES	YES	NO	NO
1	Admitted using illegal drugs last week.	YES	YES	NO	NO
45	Admitted that they would list references that would deliberately lie to help them obtain employment.	YES	YES	NO	N/A
55	Responded that they will not report romantic relationships between coworkers or between a manager and subordinates.	NO	YES	NO	N/A
35	Responded that they have committed a crime, other than a traffic violation, that if caught, they would have been punished.	YES	YES	NO	N/A


SIP Process

This process was overseen by a Council Faculty member with 20+ years of experience in developing and leading people and asset protection programs as a trusted security advisor for global, multinational organizations. End-user authenticated September 2018.

Note: The Security Executive Council's Solution Innovation case study represent a snapshot in time to demonstrate a solution to a specific-organization's issue. End-user diligence, trial and measurement are strongly recommended for any contemplated risk mitigation activity.

A General Comparison of Competition

The Verensics platform is designed to evaluate candidate reliability, honesty, and integrity, including information that background screening fails to identify. The Verensics assessment was developed by the former head of the Polygraph and Interrogation Division of the Israeli Security Agency. Verensics uses a proprietary platform developed by our sister company, Israel-based IntegrityMeter, to provide our clients with a one of a kind platform. The technology was developed by IntegrityMeter and therefore there is nothing comparable in the marketplace.

Client Service/Resource Attributes or Capabilities		Company A	Company B	Company C	Company D
	YES/NO	YES/NO	YES/NO	YES/NO	YES/NO
Admissions of involvement in criminal activity or counterproductive behaviors, regardless of whether the activities have been reported to authorities	YES	YES	YES	YES	YES
Tolerance of criminal activity or counterproductive behaviors	YES	YES	YES	NO	NO
Attempts to deceive, conceal information, or evade a topic	YES	NO	NO	NO	NO
Algorithmic evaluation of cursor movement	YES	NO	NO	NO	NO
Algorithmic evaluation of consistency of responses	YES	NO	NO	NO	NO
Algorithmic evaluation of time taken to respond to each question	YES	NO	NO	NO	NO
Dynamic questionnaire adapts based on performance	YES	NO	NO	NO	NO
Real-time feedback to candidates based on performance	YES	NO	NO	NO	NO
Capability to customize for specific client risks	YES	NO	YES	YES	NO
Defining conditions of candidate suitability	YES	YES	YES	NO	YES
Compare candidate results with defined population	YES	NO	NO	YES	YES
Cloud-based	YES	YES	YES	NO	NO
Results available immediately	YES	NO	NO	NO	NO
Industry-specific tailored assessment	YES	YES	NO	NO	NO
Job-specific tailored assessment	YES	YES	NO	NO	NO
Pre-employment evaluation	YES	YES	YES	YES	YES
Periodic/ongoing evaluation	YES	YES	YES	NO	NO
Utilize multiple customized questionnaires across an organization	YES	NO	NO	NO	NO