Recruitment & Selection

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Introduction

Human Resource Management (HRM) is a very popular subject. Lots of writers make an effort to write and explain about Recruitment and Selection (R&S), the best way to treat employees and the differences between national and international assignments. As a student we do not often think about the challenges a company has to deal with in our country, let alone in other countries around us. But as we were going through our classes about International HRM, we have learned a lot that brightens our vision on the HRM world.

In this particular paper, we will research the subject recruitment and selection and we will discuss the following subjects. We will start with the background of the Dutch labour market and the way migrants influence the Dutch economy. Secondly we will explain the different steps within a common recruitment- and selection process in the Netherlands. Finally we will give you an overview of the cultural and social challenges which an expat has to deal with during his relocation process. We will explain how a HRM-manager can support expat employees as good as possible and make their relocation process smoothly.

We realise that there are some differences in the recruitment- and selection process between the Netherlands and other countries like Romania. We hope to create a clear picture of the situation in the Netherlands.
Background

Highly skilled migrants are very important in the Netherlands. Due to aging of the currently largest generation, a lot of knowledge can be lost. Not only there is a need of more highly skilled migrants in the Netherlands, they also need people who can work in the low paid sector, because there are not enough people anymore to work in this sector.

Reasons why people outside the Netherlands want to work in the Netherlands are related to economic and social aspects. For example: if you think about citizens from east European countries, you will probably agree with the idea that the living situation is less wealthy than in the Netherlands. The labour market is limited which means that it is more difficult to get a job if you are unemployed. In the Netherlands we need people to work in the low paid service sector. The Dutch call it the low paid sector, but for citizens in Eastern Europe it actually is a well-paid sector. While in Eastern Europe it can be difficult to find a job, in the Netherlands they actually really need employees, which means that there are a lot of job vacancies. According to a research about Polish immigrant workers in the Netherlands, Polish people earn almost four times more in the Netherlands than in Poland. This is a great motivation to find a job in the Netherlands. Take the extra money they earn in the Netherlands and compare it with their usual payments they get in their own country and with the living costs they have in their own country, and you understand what an important motivator money is to work in a foreign ‘rich’ country. Since 2007 ‘work’ is the most important motive to come to the Netherlands. East European employees in the Netherlands can provide for their families in a better way than they can do in their own country. (Wikipedia, 2012)

The information in the section above explained some economic reasons. When employees work for a longer time in a foreign country, they will miss their family. With the help of organisations specialized in bringing families together in foreign countries, it is possible to let the family come to the Netherlands. When that happens, there are new people in the labour market. According to research from the Erasmus University Rotterdam, the educational level of the western migrants is moderate to high and they often stay temporarily in the Netherlands as opposed to the non-western migrants who are on average less educated and more frequently settle permanently in the Netherlands. Another reason why western migrant workers are not permanently coming to the Netherlands is because of the economic growing rate in their own country. In some countries the growth figure is even much higher than in the Netherlands. This means that they have a good perspective in their future in their own country in contrast with non-western migrants that do not come from a growing economy. (University, 2009)

As we mentioned before there are some social reasons to come to the Netherlands. Due to the aging of the ‘baby-boom’ generation that will retire in the coming years, the labour market will show open spots that cannot be filled with the generations after the baby-boom generation. Researchers predict that the Netherlands will keep a positive migration balance in the coming years (immigrants minus emigrants). (au-pair, 2011)

The biggest reason why the Netherlands needs migrant workers is shown in the next model (Figure 1). It is called an onion model, because of the shape the numbers show. This observation is made in 2009 and it gives a view on how many people will retire in the coming years and how little people will be able to pay for pensions for all the older people. There is a system in the Netherlands that allows the people to save for their pension, but this money, most of the time is
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invested in stocks, so that a profit can be made. As result of speculation with the savings of working people, it is possible to pay them all a fair and reasonable pension. In simple words it means that the savings the older people had, were spent on the pensions of their parents. Now the children savings are used, to provide for the older generation. Because of the lower birth rate after the big belly of the onion, it is more difficult to give all retired people their pension. Because of this development we need to recruit externally in the future. (link, 2009)


<table>
<thead>
<tr>
<th>Fifties</th>
<th>Overseas emigration</th>
<th>After World War II much people left the Netherlands to overseas countries such as the United States, Canada, New-Zealand and Australia.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sixties</td>
<td>Arrival of migrant workers</td>
<td>New trust in the economy and more wealth kept the Dutch in their own country. Because of a shortage of workers, migrant workers were asked to come and work in the Netherlands. First mainly from Spain and Italy, later from Turkey and Morocco.</td>
</tr>
<tr>
<td>Seventies</td>
<td>Reunion of families</td>
<td>A less demand of migrant workers stopped the constant flow of new migrants. Actually the workers who already worked in the Netherlands let their family come over.</td>
</tr>
<tr>
<td>Nineties</td>
<td>Migration of refugees</td>
<td>People run away from their country due to several reasons like war or political treats. In the Netherlands they were granted a residence status.</td>
</tr>
<tr>
<td>Begin 21st century</td>
<td>Diverse immigrants</td>
<td>Because of the wealthy situation in the beginning of this century lots of immigrant workers came to the Netherlands to work. Also refugees felt that the Netherlands would be a safe place to live and came.</td>
</tr>
<tr>
<td>2003-2007</td>
<td>More emigrants than immigrants</td>
<td>Economy went bad just like the demand for work. Prices for houses rose and made it more difficult to find a place to live.</td>
</tr>
<tr>
<td>2007-2010</td>
<td>More immigrants again</td>
<td>Due to more migrant workers for the low paid sector, where the Netherlands need them, there became more immigration proceedings than in the years before. This time the migrant workers came from east Europe instead of south Europe and non-western countries.</td>
</tr>
</tbody>
</table>

Since 2007 there were more migrant workers registered than family migration. Also there is a growth in the numbers of people who come to study in the Netherlands. The main reason for this change is the important motivator of labour and the salary that it brings with. The ‘new’ migrants from the past years don’t bring their families to the Netherlands as often as the ‘old’ migrants from the sixties and seventies. Because the families are not brought to the Netherlands, the retour migration is bigger than before. (Kompas, Migratie, 2012) (Kompas, Migratie verschillen, 2012)
Recruitment en selection procedure

This chapter describes the different steps which are included in recruitment- and selection procedures within the Netherlands. A typical recruitment and selection process is shown in the flow chart on the next page. After that an explanation will be given about the steps which are included in the flow chart. Actually it is important to be aware of the differences in the execution of recruitment- and selection procedures. We will give an overview of the most common recruitment- and selection methods which can be used in recruitment- and selection procedures and we will explain why organizations make the choose for a certain method. After that we will give the example of recruitment- and selection methods used within an international organization in the Netherlands. Besides that we will mention how important it is to prevent situations of discrimination and we will explain the reason why organizations hire people from abroad and the costs and benefits which are included in international recruitment- and selection processes.
A typical recruitment- and selection process

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Job analyse

Suitable candidate?

NO

YES

Look intern

Write a job advertisement

Advertising

Selection panel

First screening based on letters and C.V.

1st interview

Reference check

2nd interview

Need of extra selection methods?

YES

Extra selection methods

NO

Decision

Make an offer

Introducing the new employee

Rejection on file

Rejection

Rejection

Rejection

Rejection
Explaining the steps

**Step 1: Job analyse**
In the job analysis an employer takes in consideration if the vacant job has to be replaced as it was, or that the job has changed in the time and needs another approach. Questions that must be answered are: What did the job mean, does it still contain the same selecting criteria, what were the responsibilities and how did they change or not and is it necessarily to add or withdraw tasks from the job.

There is also the possibility that an employer has to create a new job, because of an increased amount of work or because of a different strategy. Important with creating a new job is to outline the responsibilities, the skills needed and the job description. The information about the job, for an existing or a new created job, have to be written in a job advertisement, so it is clear to applicants what the employer expects.

**Step 2: Look intern**
Before a company adds an advertisement, it is rather useful to look internally for applicants. It is likely possible that one of the employees would like another challenge and will be happy to start a new job in the same company. Benefit for recruit existing employees is that the employees already know the company and the policy. Sometimes the only thing that has to be offered is a training. Not always an employer finds an employee that wants to switch jobs, but through connections of the personnel someone might apply for the job from outside the company. Benefit with finding new employees through connections is that the company does not have to make advertisement costs.

**Step 3: Write a job advertisement**
Writing the job description is the following step. After analysing what the job contains, as mentioned in step one, it is important to make an attractive job advertisement. But there are a few basic things that have to be mentioned in a job description:
- **Information about the company:**
  A short introduction of the company which explains what kind of company it is, what the core business is and what kind of culture it has.
- **Job description:**
  The description of the tasks, responsibilities and working hours.
- **Personal specifications:**
  What a company expects from the applicant, such as skills, competence, experience, minimum education and level of qualifications that are required to succeed in job. If the advertisement is to attract international people, often there will be asked for international experience and willingness to travel.
- **How the applicant can reply:**
  An employer can choose their own way of how they want to sort out all the applicants. Some find it easier to get written letters, others rather have letters by e-mail. It is very common in the Netherlands to ask applicants to write an e-mail with their motivation. Especially if a company wants to attract foreign employees, it is best to ask for reply by e-mail. Most important is the timeframe the applicant can reply in.

The more accurate this information is, the more likely to have suited applicants, which makes the process of selecting applicants less time-consuming (An example the job advertisement has been given in attachment 1).
Step 4: Advertising
When the job description is ready and the advertisement is made, companies have to advertise it. The advertisements are still placed in papers, but nowadays it is more common to advertise on internet. For example on special job offering websites and of course on the company’s website. It becomes also more popular to use network sites such as LinkedIn and Facebook. Sometimes, when it is very difficult to find a person for the job, it is possible to hire a recruitment service. These companies specializes in recruiting for other companies. Most of the time this is used if everything else is tried, but nobody replied on the job. If a company wants to recruit internationally, the best website to advertise on is the site of EURES which is a European site for job mobility. Companies must consider which media they want to use, because the cost of advertising is often very high. (EURES, 2012)

Step 5: Selection panel
A selection panel can be very important in a selection process. For some jobs it is important to know if the applicant has knowledge of the subject it is going to work with, so there has to be someone that can ask questions about that subject. Not very often a person form the Human Resource Department can ask these questions, because it is not common knowledge in the company. Therefore most likely the manager of the new employee will attend in the interview with the applicant. Sometimes, most often with selecting someone for a project, a future colleague will be invited in the selection panel, to see if the new employee can become a fit in the project and the company.

Step 6: First screening
If there are a lot of applicants, it is not worth the time to invite them all for an interview. That is why the first screening will be based on the letters and C.V. of the applicants. Employers have defined what they are looking for in applicants and based on the letters that they have received, they can make a selection of people they want to know more about based on what they have read in the letters and C.V.’s. The applicants that are not selected by a company, most commonly receive a letter of rejection. Because of discrimination rules, it is not allowed to reject applicants based on their age, gender, believe, race, etc. Most likely applicants are rejected, because there were better suitable candidates. (Kluytmans & Ardts, 2005)

Step 7: First Interview
After the first screening, the applicants will be invited to the company for their first interview. The selection panel prepare themselves by reading the letters and the C.V.’s again. A few days before the interviews it is important for the selection panel to get together and decide who will have the lead and what kind of questions should be asked. In the Netherlands it is very common to offer the applicant some coffee or thee before the interview starts. It is important that the applicant feels welcome and comfortable. That is why it is important to have a venue with enough room for both the applicant and the selection panel. Especially when the applicant is very nervous, an interview without interruptions, from for example a phone ringing or buzzing, can make an applicant feel more at ease.

In case of interviewing international applicants, it is less expensive to set up a video conference instead of flying them over. An employer is responsible for well working equipment, so that the videoconference can take place without delay or disruptions.

Step 8: Reference check
In the Netherlands it is common for employers to check the references of an applicant to see if the information on the C.V. is based on the truth. This can only be done with the permission of the applicant. In other countries, reference checks belong to a method of selection and is not a step in
the selection and recruitment method. Note on this step is that it is not a fixed step. Reference check can be done at all time during the selection process with the one condition that the applicants had given its permission. (Smit, Verhoeven, & Driessen, 2006)

Step 9: Second interview
There were a lot of reasons why an employer could reject applicants as mentioned in the previous steps. With the candidates left on the list, companies invite the applicants for a second interview. This interview is more focused on getting to know the applicant better. Sometimes, most times if there is a vacancy for a high function, the applicant has had an test from one of the selection methods. In the second interview the selection panel can ask about how the applicant experienced the test. For international applicants some additional questions are asked in the second interview, such as the length of the assignment and the willingness to move. (Dowling, Festing, & Engle, 2007)

Step 10: Make a decision
The most important step in the recruiting and selection process, is the decision the employer has to make. Companies must take in consideration who fits the best in the company, has the best skills and will be the greatest addition to the company. In the Netherlands it is usual to give the rejected candidates an explanation on why they had not been selected for the job. International selecting is based on the selection criteria as mentioned in figure 2. (Sparrow & Hiltrop, 1995)

![Figure 2: Factors in expatriate selection](image)

Selection is a two-way process between the individual and the organization. A possible candidate may reject the assignment, either for individual reasons, such as family, or for situational factors, such as the toughness of a particular culture. A company can reject a candidate because they think that the candidate does not have the cross-cultural competences. There can also be situational reasons for a company to reject a candidate for example because he does not have the necessary obligatory documents.

Step 11: Make an offer
Making an offer to the candidate is almost the last step in the recruiting and selecting procedure. After the second interview in which the fringe benefits are discussed, the employer will make an offer to the chosen candidate. After the agreement is signed by both parties, the candidate is hired and can start his work with his new employer.

Step 12: Introducing the new employee
An often forgotten step is this process is the introduction of the new employee in the company. Employers must make sure that an employee is shown where he can find his workspace, the toilets and coffee machine. The new employee is also needed to know how the daily routines are and what the written and unwritten rules are. A proper introduction in the company will make it more easy for a new employee to adapt in their new working environment and stimulates them to stay longer in the company. (University of London, 2007) (University of Oregon, 2012)
Methods of selection

There are different methods of selection which a company can use for selecting the right candidate. In this chapter we will discuss a few methods, the validity and the cost of these methods.

Selection based on the letters and C.V.
The first step in the process of selection is a screening of someone’s C.V. Step 6: ‘First screening’ explains how organizations execute this first selection based on the C.V. of an applicant.

Interviewing
Interviewing is the most used method of selection in the Netherlands. Actually there are different ways to form an interview. It is possible to keep apart structured- and unstructured interviews.

Besides that there are two types of questions which can be used during an interview, open- and closed questions. In the Netherlands organizations use a lot of open questions which gives applicants the opportunity to give an extensive explanation. The following questions give an example:
- What kind of experience do you have by doing this job?
- Can you tell me more about your personal interests in this job?

Closed-questions can be used to check the necessary facts. Applicants will answer these type of questions by saying ‘yes’ or ‘no’. The following question gives an example:
- So you have worked on the financial department before?

The ‘STAR’ method is a technique which is often used by organizations in the Netherlands. The abbreviation ‘STAR’ stands for the words situation, task, act and result. The following questions give an example of the ‘STAR’ method (WVO, 2007):
- Can you give me an example of a situation where you had to deal with a lot of pressure?
- What was your task in the process?
- What did you do to handle the situation?
- What was the result of your strains?

Organizations within the Netherlands ask a lot of questions which are related to the ability and motivation of an applicant. The following questions give an example of these type of questions:
- Can you tell us something about yourself?
- What do you know about our company?
- Why do you want work for us?
- What can you offer us that others can’t?
- What do you think is the most important thing in your job?
- How long are you planning to work for us?
- What are the skills you have to improve?

When organizations deal with international assignments it is important to ask applicants questions about their personal situation. This type of questions includes subjects like international moving, family matters, contract issues and extra benefits. (Kluytmans & Ardts, 2005)

Reference
In the Netherlands it is common to do a reference check for any job position. Some writers mention a reference check as a method of selection. For more explanation we refer to the 8th step: ‘Reference check’. (Kluytmans & Ardts, 2005)
Psychological tests
The two most used psychological tests are the general intelligence test and the personality test. The intelligence test is used to measure the ability to think abstract and to reason. This test is focused on the verbal- and non-verbal quality of a person. The personality test gives an indication of the character traits of an applicant. Characteristics which can be tested are for example ‘emotional stability’, ‘social extraversion’ and ‘assertiveness’. The ‘Big Five’ is a trusted personality test which is used by many organizations in the Netherlands. (Kluytmans & Ardts, 2005)

Assessments
When organizations decide to include an assessment in their recruitment- and selection procedure, they can choose to set-up an assessment by themselves or they can hire an external company which is specialized in this process. These ‘assessment centres’ have specialized observers who are focused on the behaviour of the applicants. The assessment can be used to test a particular ‘skill’ or to see if someone agrees with the norms and values of the company. (Bloemers, 2009) (Thomas, 2012)

Work-sample-tests
Work-sample-tests are used to represent a specific task which is linked to a particular function. In this case the employer can precisely see how a candidate is working. An example of a work-sample-test is a management assistant who gets the assignment to type a letter without any mistakes. Actually it is more difficult to do a work-sample-test when the function includes multiple tasks. (Kluytmans & Ardts, 2005)

Situational tests
A situational test is similar to the work-sample-test. The main difference is that this test is used for situations where it is difficult to test specific function requirements, for example the mental ability of a person. A famous example is the ‘in-basket-test’ in which a candidate has to deal with the mail of a colleague who becomes ill. In this case it tests the administrative ability, problem solving ability and the management skills of the candidate. (Kluytmans & Ardts, 2005) (Australian Human Rights Commission, 2004)

Choosing selection method
In many cases a combination of different selection methods will be used in the recruitment- and selection procedures. 97% of the selection procedures includes a selection based on the C.V. and the motivation letter of an applicant, according to the company ‘Randstad’, who did research to selection methods used in the Netherlands. ‘Randstad’ also mentioned that interviewing is used in 95% of the selection procedures. The validity of this method is moderated just like the expenses and is suitable for a small group of applicants. Finally the reference check is used in 49% of the selection procedures.

Besides the three most popular selection methods within the Netherlands, which we mentioned before, there are many other methods which can be used during selection procedures. For example psychological tests can be used for a lot of candidates which can be very effective, but the expenses can be very high which can make this selection method less attractive to include in the procedure. Work-sample-tests and situational test have a high validity, but the cost are high and these methods can only be used for a small group of people. The most reliable test is a test which is executed by an specialized assessment-centre. Because of the high costs this selection method is most of the time only used for high functions. (Broek & Verhoeven, 2009) (Kluytmans & Ardts, 2005) (Dowling, Festing, & Engle, 2007)
Recruitment and Selection methods within Collis

To create a good image of the way companies form their recruitment- and selection processes we will give the example of ‘Collis’, an international oriented company in the IT Industry. One of us proceed her internship within this company and learned a lot about international recruitment- and selection. If you look to the job descriptions the company uses, there are some differences in requirements between national- and international assignments. For example applicants need to be suitable for working in an international environment, their level of English must be very high and sometimes speaking a third language makes them more appealing. For an example of a typical job advertisement within Collis we refer to the attachment.

Discrimination

During the recruitment and selection procedure it is important to treat applicants equally. Many countries made some rules to prevent discrimination and also is the Netherlands this is the case. For example the Dutch Institute of Psychologists and the Dutch Association Personnel Officers. They incorporated some rights which applicants should have to redress the balance power between the employer and the employee. Figure 3 includes the Dutch Code of practice for selection procedures which is applied in many companies in the Netherlands. (Sparrow & Hiltrop, 1995)

![Figure 3: Dutch code of practice for selection procedures](image)

- Right to a fair chance to be engaged.
- Right to information about the procedure, the job itself and the work organization.
- Right to information gathered about the applicant and reasons for rejection.
- Right to privacy, tempered only by the seeking of information pertinent to the job.
- Right to confidentiality treatment of personal data.
- Right to an efficient, instrumental selection system that is valid and reliable.
- Right to lodge a complaint about treatment and the eventual decision made.
- The subject of test administrators to legal disciplinary procedures.

In most European countries like the Netherlands, it is not allowed to reject applicants because of their age, ground of origin, ethnic background, race, sex, religion, state of health, handicap or family situation etc. In the Netherlands sex may only be a qualification of employment in certain occupations, for example in the performing art industry. Actually it is allowed to take positive action when a certain group is underrepresented within the company or to exclude a certain group, because the company has a good reason to do that. In the Netherlands applicants can appeal to the ‘Law on neutrality of treatment’ when they meet a situation of discrimination during their application. (Sparrow & Hiltrop, 1995) (NVP, 2009) (Advocare, 1994)
Costs and benefits of international assignments

In the Netherlands a big group of people will retire in the next few years. Some of them already retired, others work a little longer, but it is not difficult to understand that the Netherlands, most likely, will lose a lot of knowledge. That is one of the reasons why Dutch businesses need a new recruitment and selection policy, especially to attract managerial and technical knowledge to the country.

This example above is one of the influences mentioned in the figure below. There are four categories that involves ten main reasons of recruiting and selecting abroad. These categories are social pressures, transnationalism, foreign direct investment and national culture differences.

Another example especially in the Netherlands is that this country can only survive if they trade with foreign countries, as they always did in history. To improve international contacts and contracts it is important to also build international workforces. People from their native countries know the way people think over there and act the best, which makes it easier to strengthen the relationship with businesses all over the world. Before this can be achieved, there is a need of recruit native people from the countries that Dutch companies are doing business with.

Obviously next to benefits that highly skilled immigrants brings, there are also costs involved in the process of relocating. There are three main subjects for both benefits and costs.

Benefits:
- Quantifiable assignment objectives;
- Non-quantifiable assignment objectives with report to organisation development;
- Non-quantifiable assignment objectives with respect to management development.

Example of a quantifiable assignment objective is the increase of sales by a specified amount over a certain period of time, that can directly be related to the expat. But there are also non-quantifiable assignment objectives such as getting to understand an international market critically, working well with multiple time zones and cultures and understanding the way things work in other countries that...
a company is doing business with. In this understanding it will strengthen the corporate culture in the local entity and it provides knowledge.

Costs:
- Direct costs of the assignment;
- Administrative costs of running an international assignment program;
- Adjustment costs.

The costs part is much more measurable than the benefits side. For example, the direct costs of the assignment is obviously the salary that must be paid to the expat. But also the costs for shipment and household goods and cross cultural training, are costs that will directly appear in the administration. There are also costs to be made to home-based HR support for the expat, for spouse and family support and for cross cultural and language adjustments. These last examples are examples of administrative costs and adjustment costs.
Relocation Process

Social & cultural aspects

The number of people who come from abroad to the Netherlands is increasing quickly. Especially the group of highly skilled migrants become bigger in the last few years. The procedure to get a highly skilled migrant to the Netherlands cost a lot of money. For example, a recruitment- and relocation procedure costs are around 35.000 Euros which means that companies have to invest a lot in these people. Unfortunately, in many cases the relocation procedure fails.

The municipality of Amsterdam discovered very disturbing information that 25 per cent of the new expat employees in Amsterdam leave the Netherlands after only one year. Expat employees complained about the bad behaviour of the Dutch citizens and their deficit of hospitality. The ‘Amsterdam International Crossings’, a collaboration of the Amsterdam association of entrepreneurs, the Expat centre and the Chamber of Commerce alarmed the municipality how important it is to give new expat employees a warm welcome in their city. (PW, 2011)

Many expats return, because companies give little attention in guiding their expat employees integrate in the Netherlands. When people come to the Netherlands, it can be a real culture shock for the employees and their families. It can be really challenging for them, because the directness of the Dutch people is not what everyone can handle. Especially foreigners can experience this directness as rude, which can make them feel uncomfortable. Besides that, it is normal to give your opinion as an employee and take initiative in your work. It’s also very normal for Dutch people to separate their work- and private life and that can be very strange for people with a different cultural background. Next to these cultural aspects, the Dutch language can be a big challenge for expats as well and can limit them to make contact with the Dutch people. Most of the time Dutch citizens speak English very well, but still they have the tendency to speak their own language at all times, which can make foreign employees feel kept out.

Expat employees deal with many differences within the work environment, but what about their families? Family members also have to deal with a lot of (other) problems. When they can’t integrate in the Dutch culture, it can be a reason for the employee to go back to his native country and the relocation procedure will fail. (Associates, 2012)

To prepare employees (and their families) to integrate in the Dutch culture as good as possible, there are things that should be done. It can be helpful to offer them a cultural training to get a better understanding of the Dutch culture and to learn how to behave in the Dutch (work) environment. It is also important to learn the Dutch language when employees have the intention to stay for a long time. Even if they are staying for a short time, it can be easy to learn some basic Dutch. Employers can stimulate their employees and give them the opportunity to attend a language course. Another idea is to give new expat employees some social support and show them around in the city they live in, sport centres and other social places.
Migrant workers
If we look at the procedures, there are many differences in relocation processes. For EU-citizen it is very easy to work in the Netherlands, because they don’t need a work permit. They can just travel to the Netherlands, find an employer and start working due to the free trade agreements in the EU. (IND, EU) There is one exception: EU-citizen from Romania and Bulgaria still need a work permit. The European Union made this decision, because many countries where afraid for an immigration flow from Romania and Bulgaria to West-European countries. In January 2014 Romania and Bulgaria hopefully will have the same immigration possibilities as all other EU-countries. (IND, TWV) (Trouw, 2012) For these 2 countries, but also for non EU-citizen it is obligatory to apply for an employment permit (TWV). The procedure of the TWV starts in the recruitment period. Companies must be able to demonstrate to the UWV, the Dutch implementation institute of employee insurances, that they have actively searched for suitable candidates within the Netherlands or Europe for at least five weeks. For positions that are difficult to fill, they must also be able to demonstrate that they have first made every possible attempt over the course of three months to find personnel using every possible channel, such as the Internet, advertisements in specialist publications or newspapers and employment agencies. The EU established the ‘Eures’ website which is a good website to find new employees. Finally the decision making period of the UWV takes 5 weeks so it is imaginable that the procedure takes a lot of time and is very expensive. (Werk.nl) (UWV) (Eures)

Highly skilled migrants
Luckily the procedure for highly skilled migrants is much easier. Employers can use this procedure when they are registered at the Dutch immigration authorities (IND) and when their employee meet the requirements of a minimum salary. Highly skilled migrants need to earn at least €37.575 gross per year when they are younger than 30 years old. When they are older than 30 they need a salary of €51.239 gross per year. (IND, Salary, 2012)

Before immigrants can apply for a residence permit they need a visa (MVV). The MVV is a sticker in a passport which allows people to travel to the Netherlands where they can apply for a residence permit. Actually the MVV is not obligatory for everyone. It is not needed it if they have:
- A valid Dutch residence permit.
- The nationality of Australia, Canada, Japan, Monaco, New-Zealand, Vatican City, United Staten of America or South-Korea.
- The nationality of Switzerland or one of the following EU/EER countries: Belgium, Bulgaria, Cyprus, Denmark, Germany, Estonia, Finland, France, Greece, Hungary, Ireland, Iceland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Norway, Austria, Poland, Portugal, Romania, Slovenia, Slovakia, Spain, Czech Republic, United Kingdom, Sweden.
- A valid EU residence permit as long term resident.

The IND is obligatory to give immigrants the MVV within 3 months (EU rule), but the time limit for the IND is 2 weeks. When immigrants have arrived in the Netherlands with a MVV they need to apply for a residence permit (VVR) within 3 days. If they do not need a MVV, this rule is not applicable. The IND is obligatory to give immigrants the VVR within 6 months (EU rule), but the time limit for the IND is 2 weeks. (IND)
Modern Immigration Policy
In 2010 the Dutch Government agreed with a new immigration policy for highly skilled migrants. This new policy will make the relocation process of international employees less complicated and the migrant worker can come to the Netherlands directly. The reason why the process is becoming less complicated, is because the company becomes the ‘referent’, which means that the company will be responsible for filing the necessary papers. These documents will be checked by the IND after the highly skilled migrant arrives in the Netherlands. Due to technical reasons, the modern immigration policy is not yet implemented in the Netherlands, but it will be applied as soon as possible.

Other obligatory requirements
Besides the residence permit, the Dutch government defines some other obligatory requirements of which immigrants have to think about. First of all the new expat employee need to register at the municipality and collect a BSN number. With the BSN number they are allowed to open among others a Dutch bank account. When they have a bank account they are able to receive a salary. With the BSN number they are also allowed to take a health insurance, because in the Netherlands it is obligatory to have one. Sometimes it’s obligatory to do a TBC-test to check if immigrants have tuberculosis. The following countries do not need to do this test: Australia, Canada, Israel, Japan, Monaco, New-Zealand, Suriname, United States of America, Switzerland and EU/EER countries. (IND, Tuberculose) (Segment)
References


Attachment 1: An example of a job advertisement within Collis

**Collis Young Professional Program (code EUR - 02)**

On a day-to-day basis, consumers are using the payment infrastructure by withdrawing money from ATMs, purchasing goods in shops and performing online payments. New technologies such as EMV (chip technology), contactless (NFC) and Mobile Payments are coming up rapidly. Is it your passion to work on innovative technologies and to become part of these developments? Join the Young Professional Program!

The Young Professional Program at Collis is an entry level trainee program aimed at highly educated technical people with a drive to develop a fast learning curve in a challenging, dynamic, technically innovative and international environment.

For our operations in Brighton (UK) and Leiden (the Netherlands), Collis is hiring a Young Professional starting in a global services centre regarding cards, terminal and host certifications in the payment industry. Collis ensures interoperability of payment cards, terminals and host systems by delivering testing and certification services to the major payment schemes and TOP 500 financials. As a result of the gained knowledge and experience from this certification services Collis enables a better time to market for upcoming uplifts of secure transaction infrastructures needed for industry trends, like contactless payments, mobile payments and e-Ticketing solutions (transit).

The position has a strong technical focus and aims for a customer focused career path by means of consultancy, testing services and/or software development. The Young Professional will learn to perform as a trusted advisor/ expert for Collis and its customers.

This position is based in Leiden, however, part of the work will take place in Brighton (UK). We are also looking for Young Professionals in Singapore and Phoenix (USA).

**Your profile**

- A completed Master or PhD degree in a technical area such as: Computer Science, Information Science, Physics, Mathematics, Innovation Management, etc.
- You are analytical, technical, customer oriented, communicative, result driven, eager to learn and ambitious
- You are a flexible team player, Global Thinker and welcoming towards innovations
- It is important to have the ability to work well in an international environment, you are flexible when it comes to travelling and working abroad for short and/or longer periods of time
- Good spoken and written English language skills. If you support another language well (spoken and/or written) this is appreciated, French and/or another European language is a plus
- Responsible person that is driven by ownership and accountability
- Accurate and attentive to detail

**We offer**

- A competitive salary and a bonus arrangement
- Personal development: a large range of training which enables our staff to develop their technical and soft skills
- A great place to work with high employee satisfaction. (Collis has won the label ‘Great Place to Work’ for the 4th year in a row and won a nomination for the Integron Satisfaction Award in 2011) and regularly conducts employee surveys.
- An international, innovative and dynamic work environment

**More information?**

For more information concerning the vacancy, please contact Rosalien Welle, Recruiter, +31 71 581 36 36. If you wish to apply, please send your resume and covering letter to jobs@collis.nl or fill in the application form.