

Post-Offer/Pre- Employment Testing Programs

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Costs of Work Injuries

- \$142 billion annual Worker Compensation costs in 2004.
- Per claim costs average \$7,000 to \$30,000
- *Wide range in per case cost between companies.*

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Research: Is Post-offer testing effective?

- Up to 75% reduction in injuries.
- Up to 30% reduction in WC costs
- Incident rates in C.N.A's reduced from 18.1 to 13.5 first year after testing.
- Turnover rate in C.N.A's from 60.4% to 41.7%.

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Pre-employment Screening vs. Testing

1. Screen- Non-medical procedures used to judge an applicant's suitability for a job prior to offer of employment. Establishes basic qualifications.
2. Tests- Given to those who have passed the screening process. Only performed after an offer of employment has been made. May include medical tests. Includes tests, exams, measures to determine if a candidate is able to fulfill the essential job requirements.

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Purposes of Post Offer/ Pre-employment Testing

1. Evaluation

2. Education

3. Accommodation

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Evaluation

- U of Mass study found that 10% of workers hired are unable to perform their jobs safely.
- Up to 37% of injuries filed by employees in first year of employment.
- Match worker with the work
- Determine if the worker has the required physical abilities (essential functions) to do the job.
 - Provides tool or method to inquire about ability to perform job.
 - Does not predict future injury.

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Education

- 80 to 95% of injuries are due to poor choices and habits.
- Liberty Mutual study found that 68% of accepted claims related to ergonomics and/or body mechanics.
- Post-Offer Testing can go beyond evaluation to include useful safety information to the applicant.
- Orients applicant to basics of the job.

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Accommodation

- Two circumstances to consider.
 - Can applicant meet the essential functions without reasonable accommodations?
 - Can applicant, who is a qualified individual with a disability, meet essential functions with reasonable accommodation?

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#1 Key for Successful Post-Offer Testing

- *A sound, thorough Job Analysis is the foundation for a sound Post-Offer, Pre-placement Test.*
- Test items are based on essential functions of the job.

What is an Essential Function?

- A function may be essential for several reasons.
 - It is the reason the position exists.
 - There is a limited number of employees available among whom the performance of that function can be distributed.
 - The function may be highly specialized so that the person is hired for his/her expertise or ability to perform that particular function.

Test Selection

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Test Selections Criteria

- Test items should be based upon essential functions of the position.
 - Accurately reflect and simulate the typical demands of job (ie. Weights, dimensions, heights, distances, shapes, sizes, dexterity, frequency).
- Simulations should be reliable, fair, and valid.

Types of Test Cutpoints

- Maximum amounts of materials handled (lift, carry, push, pull)
- Timed tasks for speed and coordination.
- Timed tasks for endurance.
- Grip and pinch strength cutpoints.
- Maximum BP and heart rate readings.

Test Validation

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Types of Test Validity

- **Content Validity-** The content of the test represents important aspects of job performance.
- **Criterion Validity-** measures the degree to which evaluatees have identifiable characteristics that have been deemed important for successful job performance.
- **Predictive Validity-** Test is predictive of ability to successfully perform the job.

Incumbent Testing

- **A representative sample of incumbent employees should be selected and undergo the test to establish validity of test.**
- **A variety of ages, sex, experience, those with impairments and those with disabilities.**
- **May also vary depending on the # of employees doing the job.**

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Test Implementation

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Key steps to take...

- Document the rationale and sequence of the test development process. Think of the question.. “how and why did you develop this test?”
- Documentation and test results that show a cross section of incumbent employees and includes both employee and management feedback.
- Does the test look like the job?
- Establish a written policy of what is done with the test results. Especially, for those applications that do not pass the test.

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Continued...

- Implement a process to track results and disparate impact. # test/year, how many pass, how many not pass.
- Use terms met and not met instead of pass, fail, can, cannot, able, not able.
- Revise if job demands change. Re-check test every 3-5 years.
- Maintain applicant results separate from personnel file.

Thank You

????Any Questions????

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