

Post-Offer Screening:

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Overview of Presentation

- n Benefits*
- n Evidence of Effectiveness*
- n ADA & EEOC Considerations*
- n Pitfalls to Avoid*
- n Steps of the Process*
- n Monitoring Outcomes*
- n The Big Picture*

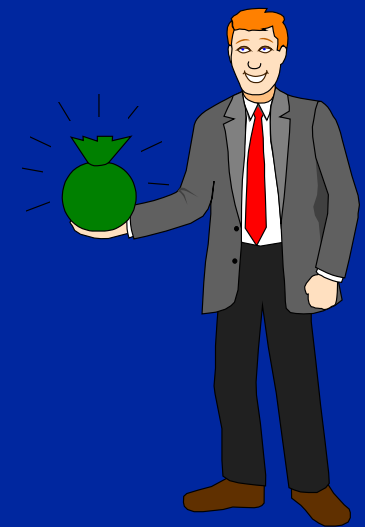
Why Preemployment Screening ?

The Promise:

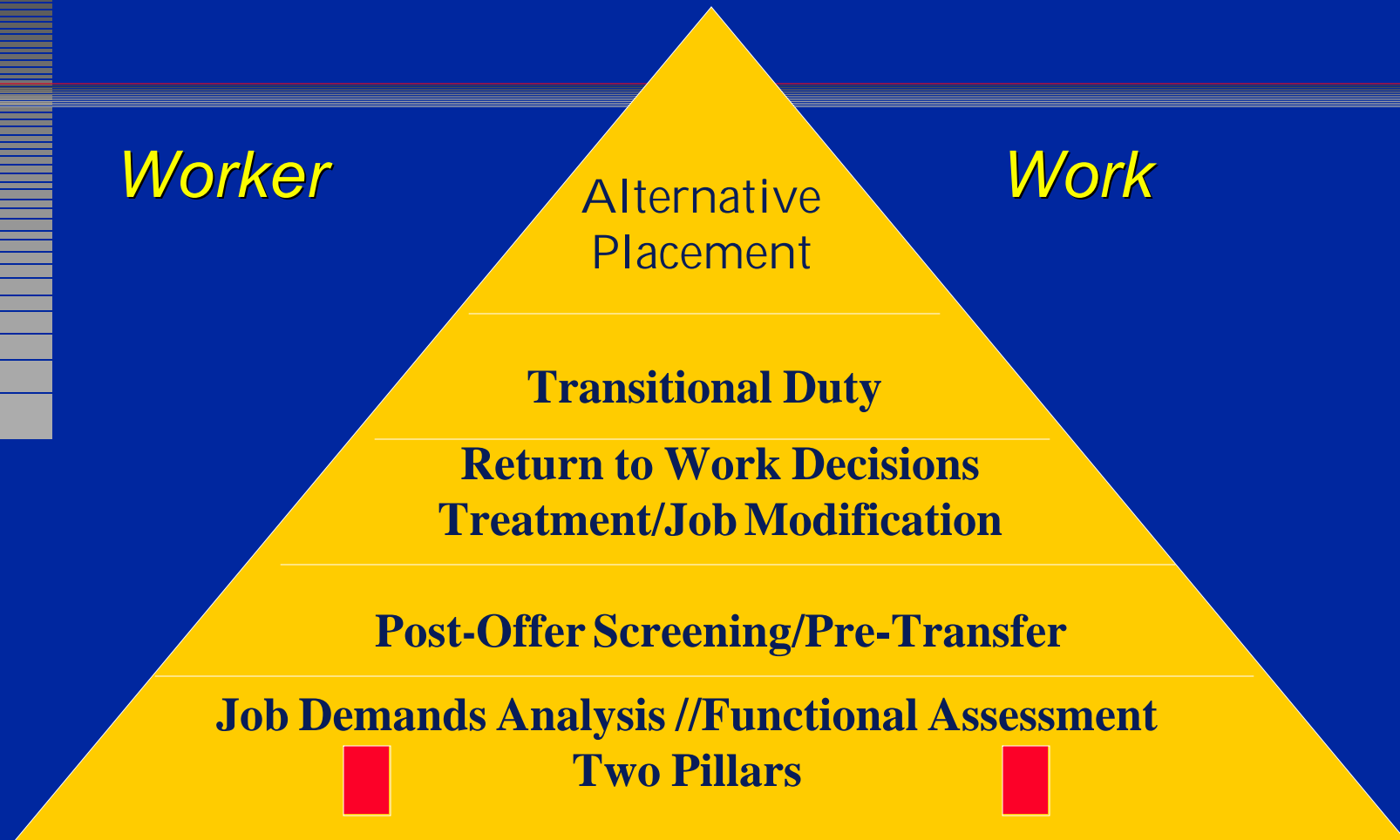
- n Decrease injuries*
- n Decrease injury-related expenses*



- n Improve productivity*
- n Improve profit margin*



Matching the Worker With the Work



Requires a Common Classification System
Research-based
Defensible



Each Step of the Process Research-Based

n *Job Demands Analysis*

n *Post-Offer Screening*

n *Post-Injury Testing*

JDA Reliability Project

In conjunction with US Department of Labor, 2002

- *Feasibility of training job analysts in over the internet?*
- *Once trained, can analysts perform reliable job analyses?*

Phase I: JDA Research

n Develop the internet training

- *Task analysis*
- *Physical Demand analysis*

n Findings:

- *96% of trainees finished*
- *Mean Scores on competency test ranged from 82 to 100 percent accuracy.*

Phase II

n *Trained total of 19 analysts*

- *Physical Therapists*
- *Occupational Therapists*
- *Vocational Evaluators*
- *Case Managers*

n *Analysts performed JDA on 11 different jobs*

- *All but one of the reliability coefficients were in the .77 to .98 range*
- *Outlier was forceful gripping .31*
 - *Poor operational definition*
 - *Revised operational definition of grip force required for hand tasks*

Littleton: Work, 2003.

- n Used elements of the PWPE for post-offer screening*
- n Tested physical plant applicants at University of Illinois at Chicago*
- n First implemented 1998*
- n Performed job demands analysis to develop screens*

Littleton: Work, 2003.

Physical Plant Administration Positions Screened:

- *Building Service Worker*
- *Driver*
- *Driver helper*
- *Electrician*
- *Carpenter*
- *Plumber*
- *Machinist*

Littleton: Work, 2003.

n 712 Screens in approximately 3 yr period

n 22% Fail rate in BSW applicants

- Heavier work*
- More female applicants*

n 2.5% fail rate in Driver applicants

Littleton: Work, 2003.

n *Quasi-experimental design*

n *Changes in costs and injury rates from
3 yrs prior to and 3 yrs following
program*

Littleton: Work, 2003.

- n* Number of lost day cases decreased 18.5%
- n* Total injury costs decreased 79%
- n* Decrease in total costs and costs per case.
- n* **For every \$1 spent, \$18 saved**

Ratzon: Work, 2002.

- n Case study at major food manufacturing company*
- n Post-offer test with PWPE*
- n Prospective employee's abilities did not meet all job demands*
- n Remedial program initiated and job modifications made*
- n Employee able to successfully perform work*

Three MUSTS for Preemployment Screening

n

JOB RELATED

JOB RELATED

JOB RELATED!

n

DOCUMENT

DOCUMENT

DOCUMENT!

n

FOLLOW-UP

FOLLOW-UP

FOLLOW-UP!

Important Considerations

Americans with Disabilities Act (ADA)

*Test only the essential
functions of the job!*

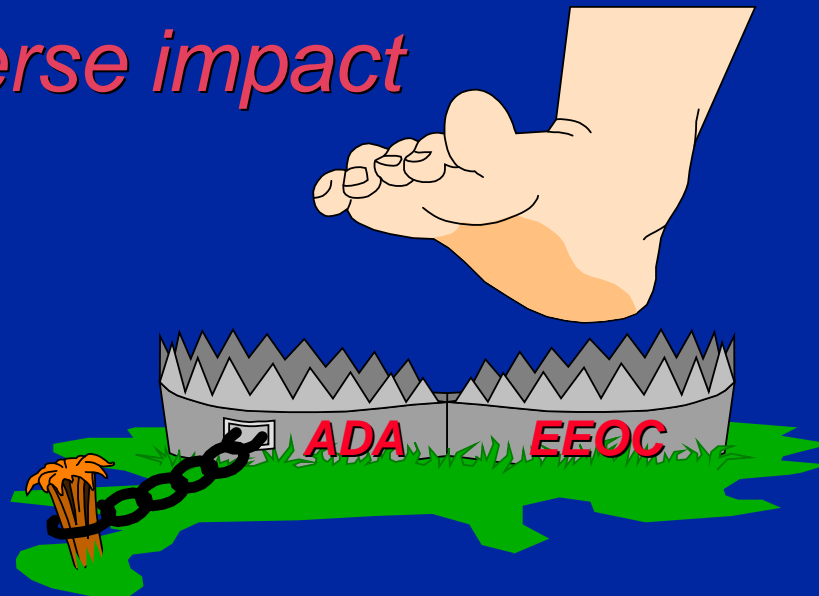


Optimal Sequence

- n Interview*
- n Conditional offer*
- n Post-offer/ screen*
 - *medical screen*
 - *physical abilities testing*
 - *drug screening*

Traps to AVOID!

- n Pre-offer testing*
- n Predicting future injury*
- n General strength testing*
- n Making comparisons to normative data*
- n Adverse impact*



PROBLEMS with Pre-Offer Testing

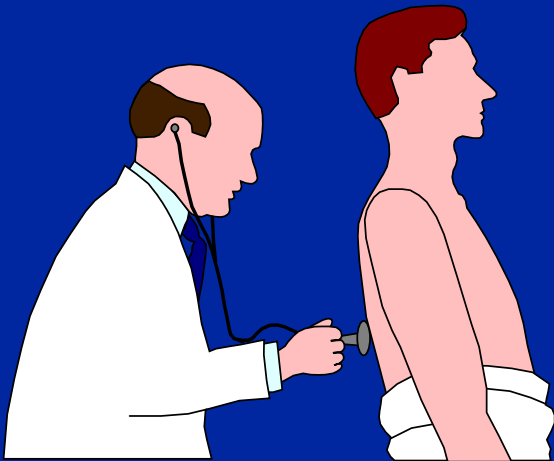
Safety Issues

Cannot monitor heart rate, blood pressure, respiration during strenuous testing!

PROBLEMS with Pre-Offer Testing

Safety Issues

*Cannot perform medical screening
and obtain physician clearance
for physical abilities testing*



PROBLEMS with Pre-Offer Testing

- n As a health care professional, your pre-offer exam may be considered medical just because it was administered by a health professional*

Predicting Injury

- n Based on speculation*
- n Applicant perceived as person with a disability*



Must make reasonable accommodation



PROBLEMS!
LITIGATION!

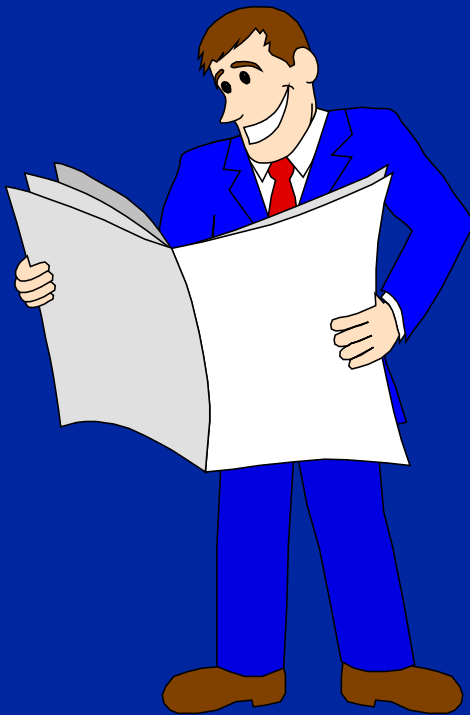


INSTEAD...

*DETERMINE WHETHER PHYSICAL
ABILITIES MEET JOB DEMANDS*



*AVOID PROBLEMS!
AVOID LITIGATION*



Adverse Impact

n Adverse impact

- *selection rate for any race, sex, or ethnic group less than 80% of rate for the group with the highest selection rate*

Example of Adverse Impact

n Example:

- *60% of male applicants pass post-offer screen but only 15% of female applicants pass ($.15 / .60 = .25$)*
- *Considered adverse impact: the pass rate for women is only 25% of the pass rate for men.*

Adverse Impact

n Adverse impact

- *Often inevitable in strenuous jobs*
- *Defensible as long as you can demonstrate business necessity by linking job demands to functional screen tasks*

General Strength Testing

Faculty at Washington University; Dueker JA, Ritchie SM, Knox TJ, Rose SJ in JOM, Jan '94:

“isokinetic trunk evaluation was of no value in employee selection”

General Strength Testing

Faculty from the Department of Orthopaedic Surgery, Glasgow, Scotland; Newton M & Waddell G in Spine '93:

“...inadequate scientific evidence to support the use of iso-machines in pre-employment screening ...or medico legal evaluation.”

Litigation Against General Strength Testing

n 1982 New York City firefighter case

- *Berkman v. City of New York*
- *physical agility test items defined by Fleisheman*
- *None of women passed, 46% of men did*

Ruling: “Nothing in the concepts of dynamic strength, gross body equilibrium, stamina, and the like, has such a grounding in observable behavior of the way firefighters operate that one could say with confidence that a person who possesses a high degree of these abilities as opposed to others will perform well on the job.”

Traps to AVOID!

Comparison to normative database

*Percentile rankings of physical abilities
are useless!*



Compare Abilities to Job Demands After Conditional Offer

Abilities match job demands



HIRE AND PLACE

Compare abilities to job demands After Conditional Offer

Abilities do not match job demands

- *Qualified person with disability* → *reasonable accommodation*
- *Non-disability* → *do not hire*
or
alternative placement/modification
or
remediation with the applicant

Steps of the Post-Offer Screening Process

- n Focusing the Post-Offer screening*
- n Determine physical demands*
- n Customize screening*
- n Establish Procedures*
- n Train Evaluators*
- n Test incumbents*
- n Modification*
- n Implementation*
- n Monitor Outcomes*



Begin With the End in Mind...

Outcomes are a powerful tool

How will you judge success?

- *Specific*
- *Measurable*

Target Specific Job Processes

- n *Selection rates*
 - *population of applicants*
 - *minority groups*
- n *Incidence rates*
 - *number injuries per 100 workers*
- n *Severity rates*
 - *lost days per 100 workers*
- n *Cost data*
 - *cost per case*
 - *aggregate costs*

