

Process for Employment Testing

Managing Risk in Hiring and RTW

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Course Objectives:

After participating in this session, attendees should be able to:

- Identify the difference in the three type of Physical Abilities Testing.
- Recognize the components of the development of a compliant Physical Abilities Test.
- Explain the validation process of the Employment Testing development process.

Select Medical Outpatient Division

Workers' Compensation & Injury Prevention


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Select Medical Overview



Leading provider of
specialized health care in
both inpatient and
outpatient settings



Mechanicsburg, PA
1996
NYSE: SEM



46,000+
Employees

Four Operating Divisions:

Critical Illness
Recovery
Hospitals
(95+ hospitals)

Inpatient
Rehabilitation
(30+ hospitals)

Outpatient
Division
(1,800+ outpatient
locations)

Occupational
Medicine
(500+ locations)



95+ CRITICAL ILLNESS RECOVERY HOSPITALS (28 States)

30 INPATIENT REHABILITATION HOSPITALS (12 States)

1,800+ OUTPATIENT PHYSICAL THERAPY CENTERS (38 States and D.C.)

500+ CONCENTRA CENTERS (41 States)

SELECT MEDICAL FAMILY OF BRANDS			
CRITICAL ILLNESS RECOVERY HOSPITALS	INPATIENT REHABILITATION HOSPITALS	OUTPATIENT PHYSICAL THERAPY CENTERS	OCCUPATIONAL MEDICINE
RHC	Banner Rehabilitation Hospital	Banner Physical Therapy	Concentra
RUSH Specialty Hospital	Cleveland Clinic Rehabilitation Hospital	EMORY REHABILITATION HOSPITAL	WORKNET Occupational Medicine
Select SHELLEY HOSPITAL	Northshore Rehabilitation Hospital	KORT	
	PennState Health Rehabilitation Hospital	Rehab ASSOCIATES	
	UFHealth		



WorkStrategies® Program

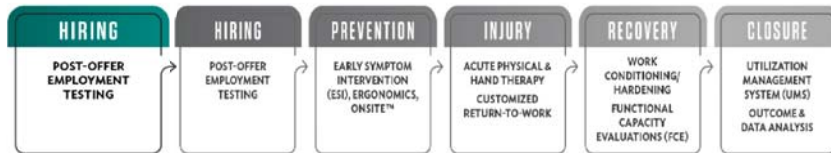
Goal: WorkStrategies professionals partner with employers to identify solutions to reduce the cost of the total spend on work related injuries through pre-loss and post-loss services.

WorkStrategies Overview



WorkStrategies® Continuum of Services

WorkStrategies professionals partner with employers to identify candidates with physical abilities consistent with essential job functions.



Post Offer Employment Testing: POET

Physical abilities test / fit for duty test

Select candidates who meet essential job functions.

Post offer / pre-placement (job offer contingent upon individual performance)

WORKSTRATEGIES
Keeping America on the Job!

Test Types:

- New Hire Physical Abilities
 - Preplacement
 - **Post Offer**
- Post employment Testing
 - Fit for Duty Test
 - Functional Capacity Test

What is a POET?

- **Post Offer Employment Test**
 - Essential Function Testing done after an accepted offer but before the hire
 - Test Design would be job specific
 - Based on a Job Site Analysis
 - Selection criteria would focus on tasks having business necessity
 - Validated to show relevance of the Test versus the Job Actions
 - Other forms of Testing done Post Offer
 - Medical Physical
 - Drug screening
 - Background Check
 - Reference Check

Testing Overview

Benefits of Post Offer Testing include:

- Identifying candidates who aren't medically stable
- Gathering baseline data regarding motion, strength and functional status
- Identifying candidates who cannot perform physical requirements for the essential functions of the job (force exertion, climbing, bending, repetitive lifting, etc.)
- Cost savings through
 - Injury prevention (hiring physically qualified individuals)
 - Musculoskeletal Baseline that can be utilized post injury
 - Apportionment savings (having baseline data in case of injury)

Post Offer Employment Testing Development



Job Analysis Reports -Task Observation


Tasks		Frequency	Essential	Task Physical Demands
4.	Change large and small meters.	Occasional	Yes <input checked="" type="checkbox"/>	<ol style="list-style-type: none"> 1. Get equipment from truck and carry to work area. 2. Use key to remove lid from meter. Lid weighs 50-65# 3. Bend, stoop, crouch or kneel into 23-inch wide vault to access meter, may have to lower body into vault or use ladder to climb into vault. 4. Use wrench to turn water off and remove small meter using up to 50# of torque on wrench. 5. Remove old meter and replace with small meter and tighten in place with wrench. (Meter weighing 20#, lifted from below waist to as high as overhead) 6. Put lid back on and tighten bolt in place with key.

Job Analysis Reports -Task Observation

Lift		Max Weight Lifted (1RM): 100	Height To/ From: shoulder to floor/wet to lift out of hole	Description of Object: Soil
Weight (lbs.)	Frequency*	Repetitions/ Time		
0 - 10	Frequent	2-4hour	Floor to waist	Keys, hooks and wrenches, small meters.
11 - 20	Occasional	1-2hour	Floor to waist	medium sized meters, shovels, small lids, ladders
20 - 50	Occasional	1day	waist level	50-65# lids - 20" diameter or 3'x3" square with latch
51 - 75	Occasional	1day	Floor to waist level	50-65# lids
76 - 100	Occasional	1-2 times/week	Shoulder to floor level	Body weight in and out of vaults 4' deep. Employee puts arms over edges of 20" diameter hole and pulls body up out of hole. Uses legs to climb as well.

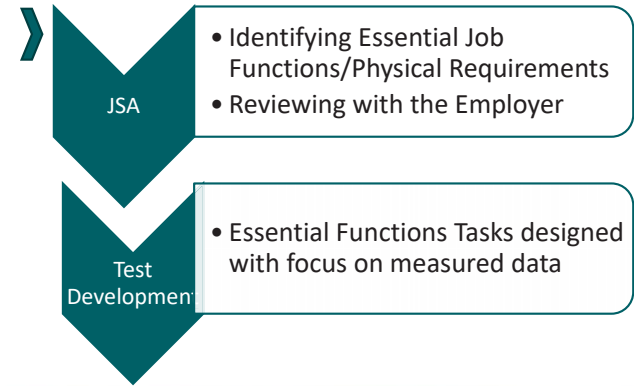
Carry		Max Weight Carried (1RM): 75#	Distance: 5-10'	Description of Object: Buckets of mud or gravel
Weight (lbs.)	Frequency*	Repetitions/ Time	Distance	Description of Objects
0 - 10	Frequent	5-6hour	5-100'	Key, wrenches, hooks and other tools to and from job site.
11 - 20	Occasional	1-2day	5-10'	small meters, lids
51 - 75	Occasional	1-2day	5-10'	buckets of dirt, gravel or mud

Job Analysis Reports -Task Observation

 WorkTask Analysis <i>Keeping America on the Job!</i>						
OBJECT HANDLING						
Item	Dimension(s)	Height	Weight	Distance	Method	Duration
Large Lids	20"	waist level	30 lbs.	N/A	Lift	Occasionally
Shovel of ground cover	varies	floor to waist level	30-40 lbs.	N/A	Lift	occasionally
Buckets of dirt and gravel	5 gallon bucket	18-20"	20-75 lbs.	5-10'	Lift/Carry	Occasionally

POSITIONAL DEMANDS		
Activity	Frequency	Comments: (Distance, Sustained Time, Examples, etc.)
Climbing Ladders	Occasional	To climb in and out of vaults deeper than 8'
Reach Forward	Constant	While driving, using tools and typing on computer.
Reach Overhead	Occasional	To get tools from truck and get out of vault.
Balancing	Frequent	While walking on uneven surfaces.
Stooping	Frequent	To take meter readings and turn water on and off.
Kneeling		When changing out small meters or reaching in vaults to take a manual reading.
Crouching		To take meter readings and turn on and off water.

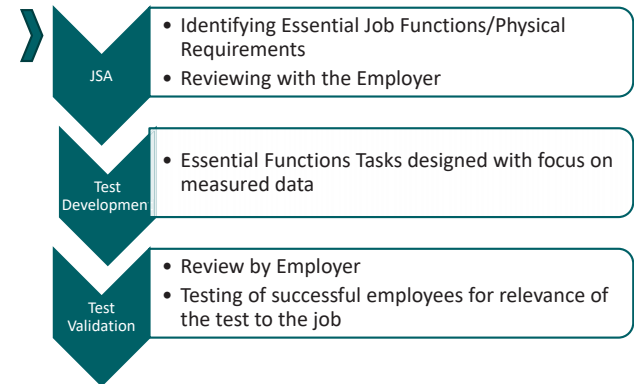
Post Offer Employment Testing Development



EEOC Regulations must be adhered to in the testing program

- Stages of testing include:
 - Pre-offer
 - Post-offer**
 - Existing Employees (Fit for Duty)
- Post-offer stage** is when employers may collect the greatest amount of data, including baseline medical and physical capacity measures.
- The EEOC states that Post Offer testing must be **JOB RELATED** –
 - Therefore there must be a **different test for each job position**
 - Each test must be related to the physical demands of the essential job functions

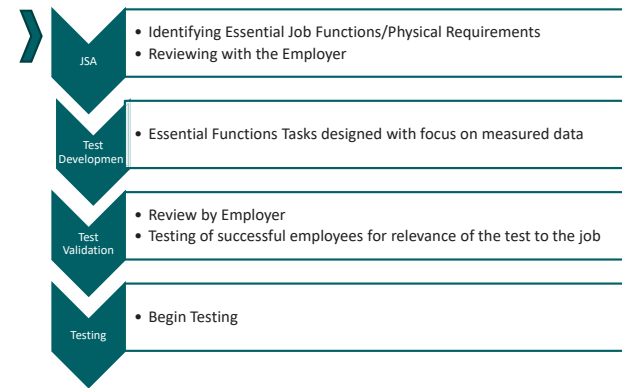
Post Offer Employment Testing Development



Validation – Why do it?

- The backbone of a test’s defensibility
- A test must demonstrate the true essential function and what is the minimal requirement for task completion

Post Offer Employment Testing Development



Post Offer Employment Testing

Components might include:

- Informed consent for testing
- Medical history
 - surgery, injury types and when.
- Assessment of cardinal signs
 - Blood pressure, resting heart rate, resting respiratory rate
- Musculoskeletal examination
 - Range of motion, strength, balance, flexibility
- Baseline testing
 - Aerobic fitness, grip strength, lifting ability
- Job specific activities
 - Confined spaces, lifting, pushing, pulling, positional abilities

Medical History Interview

- No medical history at pre-offer stage
- Post-offer – comprehensive medical history
 - Information collected by Select Medical alleviates employer legal exposure.
 - Insures safety during testing; identifies areas that may need additional medical screening and specific baseline measures. If candidate falsifies or withholds information and it is discovered, employer will be contacted for guidance.

Medical Clearance

- If a Safety Issue is identified during Medical History Interview, the candidate will be required to obtain Medical Clearance from physician for testing.
- Safety issues include: Client currently under physician's care or in therapy, recent surgery, ongoing medical condition that could be exacerbated by physical testing or elevated resting heart rate/blood pressure

Baseline Testing

- Musculoskeletal screening – posture, range of motion, strength, flexibility, reflexes, joint mobility – insures safety and can be used in case of Work injury to establish pre-injury baseline
- Cardiovascular endurance test
- Grip Testing – strength
- This testing is for data collection and not used as a selection criteria.

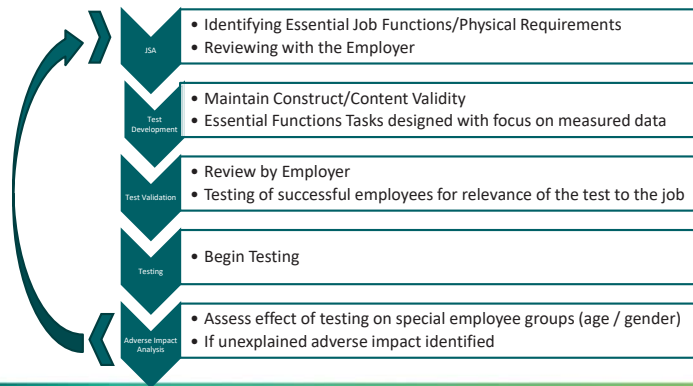
Job Specific Testing

- Developed using onsite measures of the job environment
 - Force exertion activities
 - Pushing/pulling
 - Lifting
 - Carrying
 - Grasping
 - Positional tolerance activities
 - Stepping
 - Crouching, kneeling
 - Reaching to various levels
 - Confined space requirements
 - If tested, needs to replicate the environment

Recommendations (Test Result)

- **Meets Job Demands:** met all physical demands criteria, no medical concerns
- **Does Not Meet Job Demands:** did not meet lift criteria or could not complete a job specific test
- **Possess an Imminent Risk to Self or Others:** capable on test criteria but risk issue identified related to performance of job demands. Require medical clearance.
- Test results can also stimulate dialogue with employer for planning and appropriate handling of medical information in cases of possible accommodation

Post Offer Employment Testing Development



Post-Employment Fit-for-Duty

- In the EEOC's Enforcement Guidance: [Disability Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act \(2000\)](#), pages 7 – 16, the EEOC sets forth situations when a medical examination of an employee may be "job related and consistent with business necessity"
- Post-Employment Tests - Limited scope:
 - Medical history taken can only be "job related and consistent with business necessity"
 - Musculoskeletal or medical measurements can only be obtained in relationship to what triggered the Fit for Duty
 - Dynamic lifting limited to job requirement
 - Job Specific Tasks

Post-Employment Fit-for-Duty

- Administered post-injury upon full release from treating physician
- Also may be administered when:
 - Employer observes an injury that creates reasonable belief employee will have difficulty performing essential functions
 - Employee or co-workers report an injury or conditioning issue that creates reasonable belief employee will have difficulty performing essential functions
 - Determines if employees are still able to perform most-strenuous essential functions
 - Administered because doctors rarely perform functional testing

Post-Employment Fit-for-Duty Results/Recommendations

- Return to Work Yes: The employee safely performed all dynamic lifting criteria and job specific tasks and is able to return to work at full duty with no limitations or deficits.
- Return to Work No: The employee did not safely perform one or more dynamic lifting and/or job specific tasks and is not able to safely return to work in any capacity at this time.
- Return to Work Modified: The employee did not safely perform one or more dynamic lifting criteria and/or the job specific tasks and is not able to return to work at full duty but could return to work with modifications (clinician will detail modifications needed in report).

Review:

Job relatedness

Essential job functions

Reasonable accommodation

Objective testing

Predictive of job performance

“VALIDATION”



Post Offer Physical Abilities Test

- Employment is contingent upon passing the “post offer physical abilities test”
- The test is based on the essential functions of the job
- May include a medical component for safety and gathering of baseline data.

POET Testing Benefits

Identifies candidates who:

- Are not medically stable
- Fail to meet essential job functions
 - Cannot lift enough weight to meet job requirements
 - Cannot perform positional requirements for the essential functions of the job

Cost savings through:

- Injury prevention (hiring physically qualified individuals)
- Musculoskeletal Baseline (can be utilized post injury)
- Apportionment savings (having baseline data in case of injury) as appropriate based on state regulations.

POET Components Review

- Consent to testing
- Medical history interview
- Heart rate and blood pressure screening
- Full body comprehensive musculoskeletal screening
- Grip testing
- Cardiovascular endurance test
- Dynamic lift testing
- Job specific testing



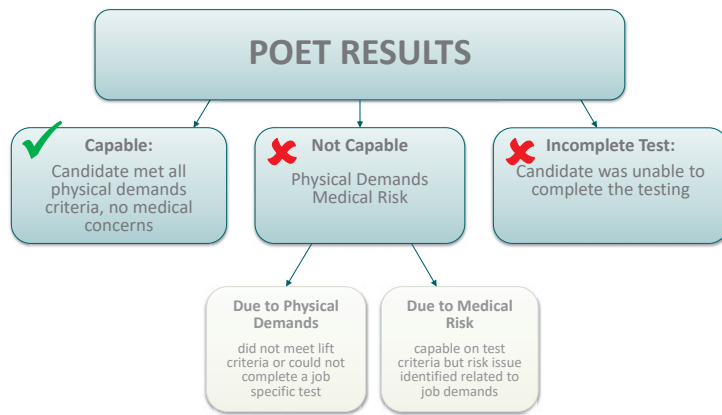
Employment Test Benefits

- Identifies the applicants where demonstrated strength may not meet the strength / lifting demands of job
- Identifies applicants Screen out applicants without adequate endurance
- Screen out applications who cannot meet positional demands of job
- Screen out medically unstable clients
- Identify pre-existing history and pre-injury baseline status

Employment Test Benefits

- Identify pre-existing history and pre-injury baseline status
- Identify medically unstable applicants
- Identify the applicant's:
 - Demonstrated strength
 - Positional Tolerance
 - Endurance Tolerance
- Evaluation outcomes then allow the employer to see the applicant's capabilities versus their job's requirements
 - This allows the employers to use this information to assist in a more effective hiring of candidates.

Test Results



POETs Reduce Turnover

	BEFORE	AFTER	
Employees	500	500	
Turnover Rate	15%	8%	→
Avg Salary	\$22,500	\$22,500	
Avg Cost of Turnover	\$3,600	\$3,600	
Total Cost of Turnover	\$270,000	\$144,000	→
POET Cost	-	\$62,500	
			SAVINGS: \$63,500

*Based on research from Society for Human Resource Management (16% of the annualized salary is spent or lost related to turnover)

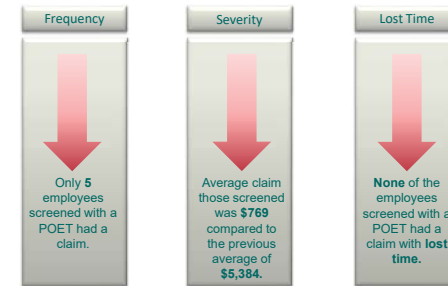
Example POET Results:



*Based on research from Society for Human Resource Management (16% of the annualized salary is spent or lost related to turnover)

Industry Type: Trucking

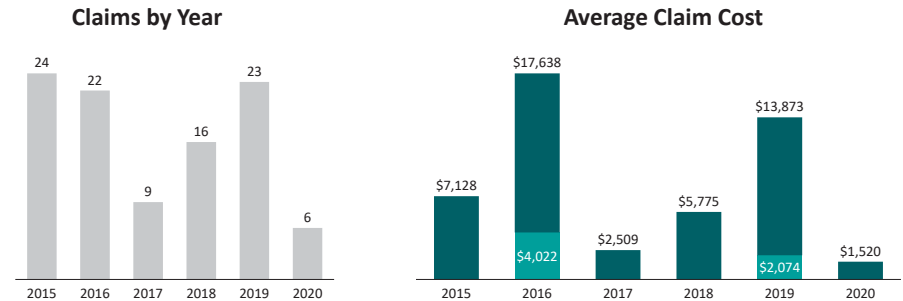
Example POET Results: Improvements



Employment Testing Pros & Cons

- Average Return on Investment of program is 4:1 to 10:1 with cost savings
- Employers have experienced substantial savings with reduced WC costs as well as increased productivity, reduced turn-over and can have reduced insurance premiums
- If set up / administered in discriminatory fashion, can have substantial penalties

POET Results:



*2016 had 1 big claim for \$303K

**2019 had 3 big knee injury claims totaling \$277K

If we exclude these, the average cost per claim is in lighter green

Industry Type: HVAC

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Thank You!

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