

Post Offer Employment Testing

“From Funny Handshakes to Awkward Waves”

Managing Risk in Hiring

Kevin Wilhite, MPT, DMT, CEAS
SSM Health Physical Therapy

© SelectMark 2024

WORKSTRATEGIES
IS EXCLUSIVELY
PROVIDED BY
THESE BRANDS:



Course Objectives:

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

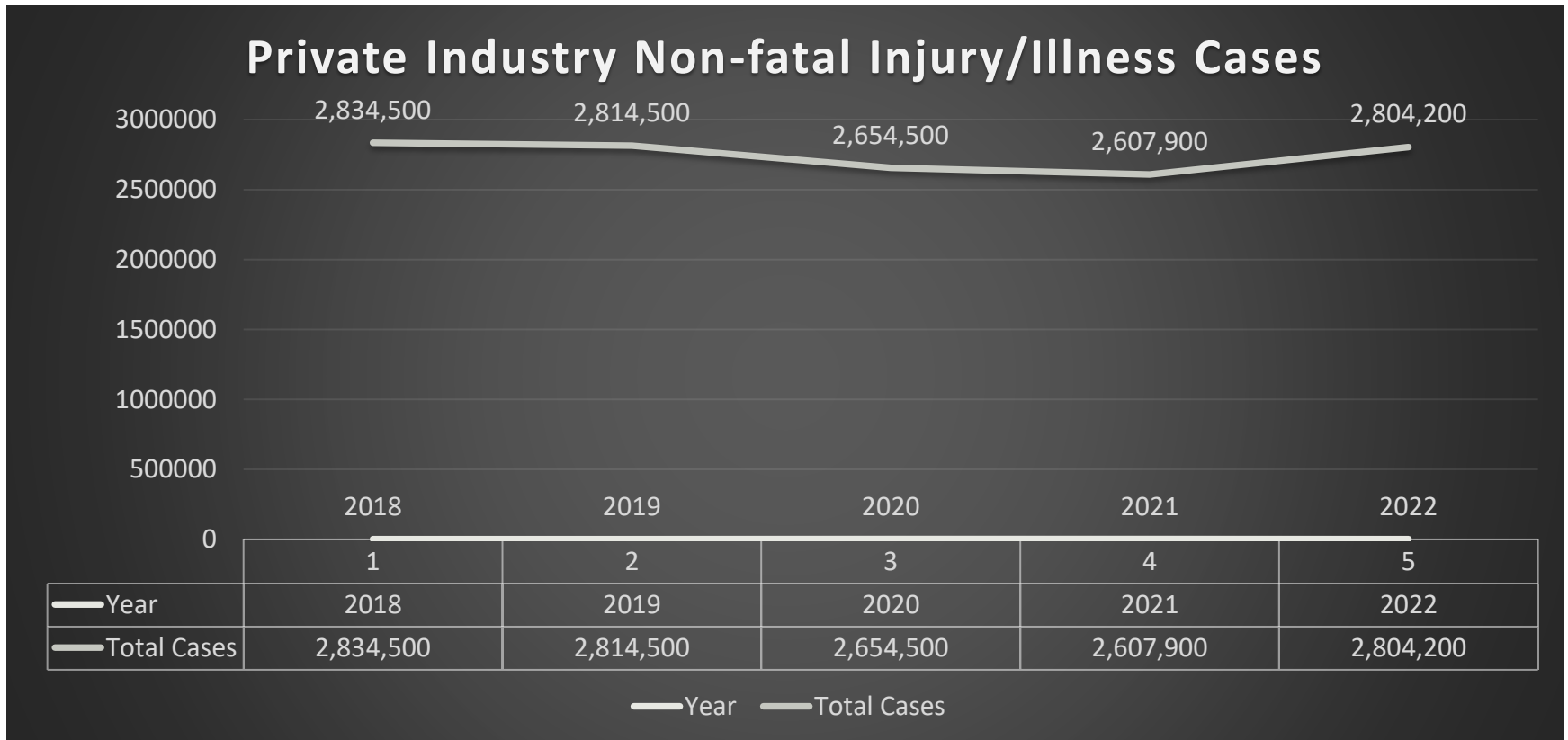
- Recognize the economic impact on employers from Musculoskeletal Disorder (MSD)/Cumulative Trauma Disorder (CTD) issues
- Discuss the components of the development of a compliant Post Offer Employment Testing (POET) Program
- Analyze employer injury data to illustrate potential cost savings/return on investment and injury reduction rates through usage of POETs

Work Comp Stats & Facts per the BLS

(Private Industry)

2022: 2,804,200 Non-fatal injury/illness cases

- Up 7.5% from 2021



Work Comp Stats & Facts per the BLS

(Private Industry)

- 2022 saw increases in both Non-fatal Injury and Illness Cases
 - Non-fatal Injuries: Increased 4.5%
 - Non-fatal Illnesses: Increased 26.1%
- 2022 Lost Work Days (LWD) cases increased 11% from 2021
 - 2022 LWD cases: 1,184,200
 - 2021 LWD cases: 1,062,700
 - 2020 LWD cases: 1,176,300
 - 2019 LWD cases: 888,200

Work Comp Stats & Facts per the BLS

(Private Industry)

- The BLS is now providing biennial reporting on Median Days Away from Work (M-DAFW) for 2021~2022
- 502,380 MSD cases with 14 M-DAFW for 2021~2022
 - Including:
 - Sprains/Strains/Tears: 16 M-DAFW
 - Up from 13 M-DAFW in 2020
 - Soft Tissue Disorders (excluding Back): 19 M-DAFW
 - Up from 15 M-DAFW in 2020
 - Carpal Tunnel Syndrome: 45 M-DAFW
 - Up from 39 M-DAFW in 2020

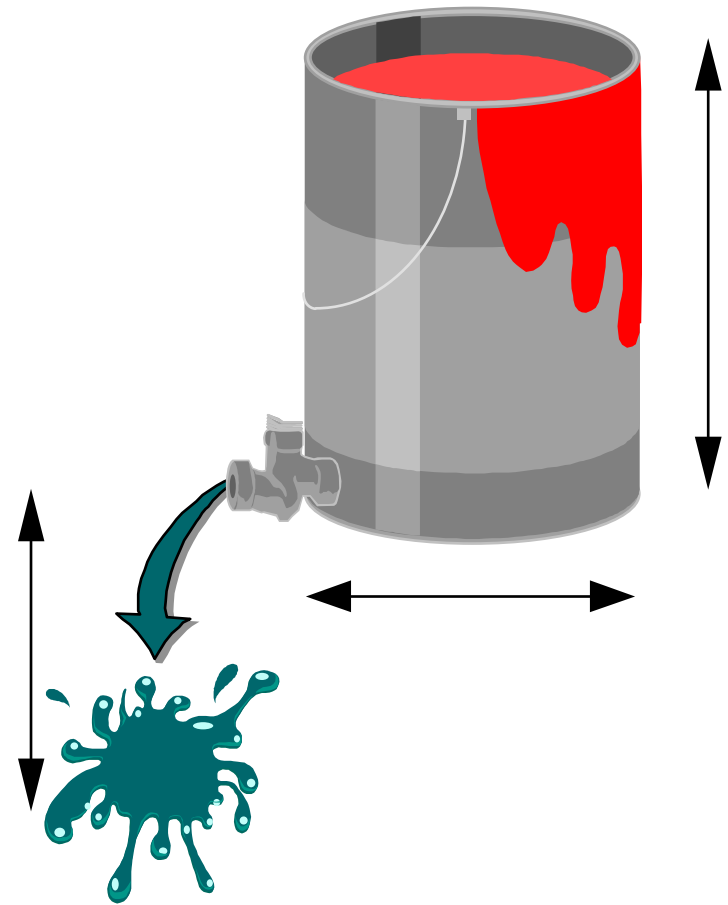
How Do MSD/CTDs Occur?

Wear & Tear



Personal Factors

- Age
- Gender
- Height/Weight Ratio
- Diabetes
- Thyroid Disease
- Hormonal Status



WC Costs: $WC\$ = f(X)$

Determinants of Work Comp Costs:

- **Frequency** (*# injuries*)
 - Every claim has financial impacts: the more claims, the more cost incurred
- **Length of Claim** (*costs: medical & indemnity*)
 - Claims that span a long period of time tend to have high costs (medical & indemnity)

$$WC\ Costs = [Frequency] \times [Cost\ per\ Claim]$$

Cost reduction can be maximized by addressing Injury Prevention (reduce number and severity of claims) and Post Injury Management (reduce re-injury or length of claims).

Industrial Services Continuum

Injury Management



**Decrease the length
of the claim!**

Injury Prevention



Avoid the claim altogether!



Injury Prevention

- Post-Offer Physical Examinations
- Educational Programs
- Ergonomics
- Early Symptom Intervention

What is a POET?

■ Post Offer Employment Test

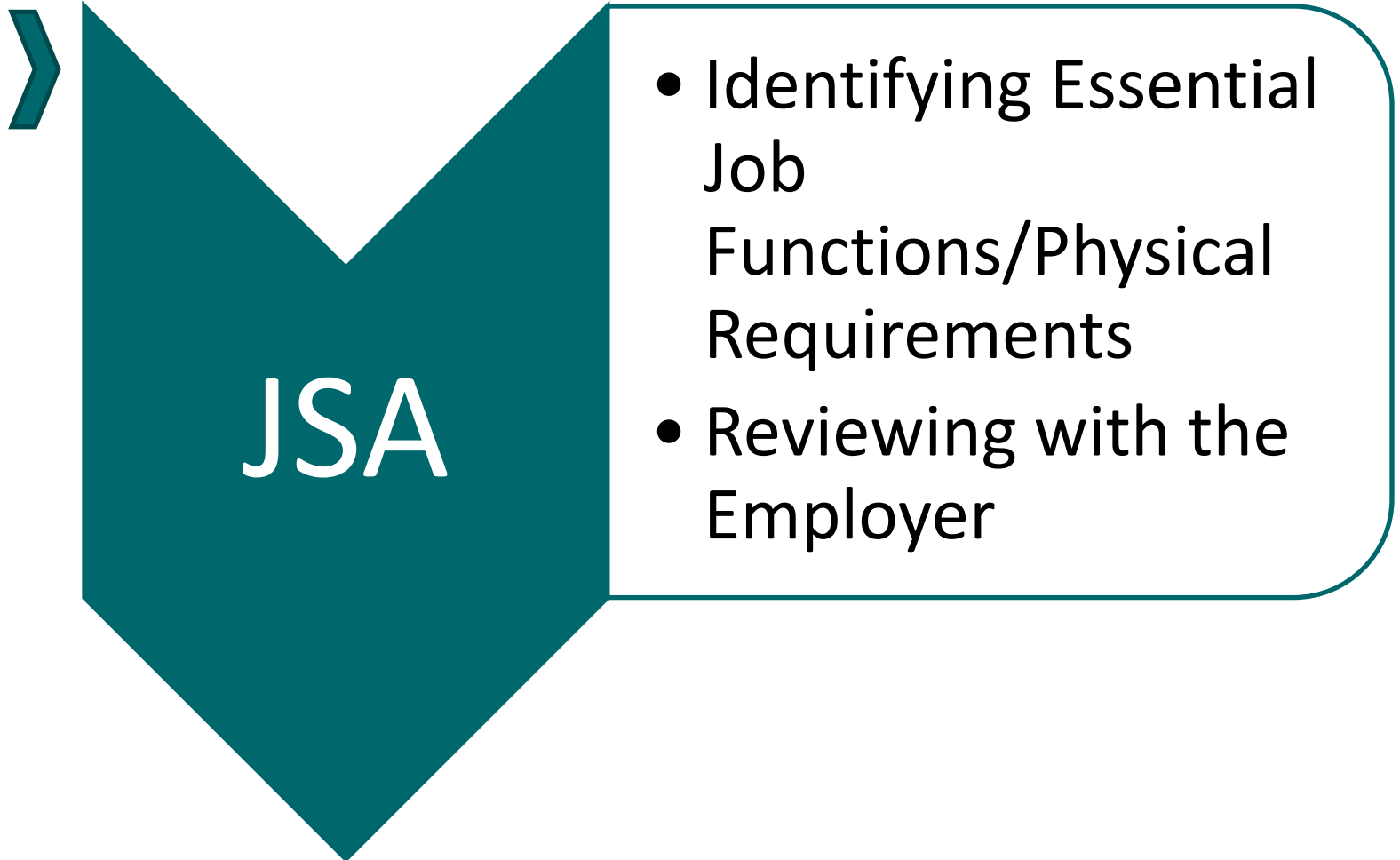
- Essential Function Testing done after an accepted offer but before the hire
 - Test Design would be job specific
 - Based on a Job Site Analysis
 - Selection criteria would focus on tasks having business necessity
 - Validated to show relevance of the Test versus the Job Actions
- Other forms of Testing 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)
 - Per state laws

Post Offer Employment Testing Development




Job Analysis Reports -Task Observation

WORKSTRATEGIES

Keeping America on the Job!

WorkTask Analysis

Tasks	Frequency	Essential	Task Physical Demands
<p>4. Change large and small meters.</p> 	<p>Occasional</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<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

WORKSTRATEGIES
Keeping America on the Job!

WorkTask Analysis

PHYSICAL DEMANDS

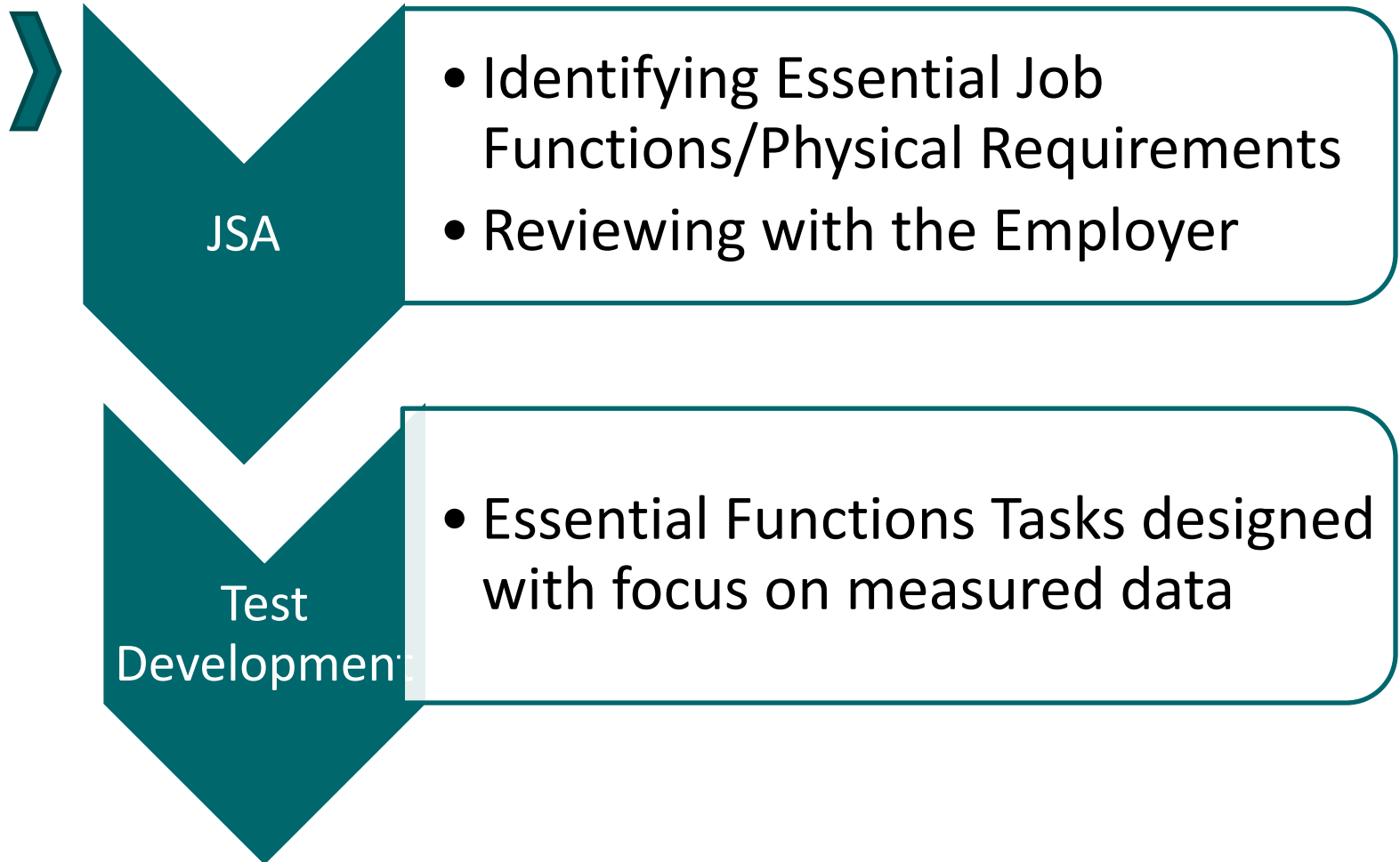
Lift	Max Weight Lifted (1RM): 100		Height To/ From: shoulder to floor level to lift self out of hole	Description of Object: Self
Weight (lbs.)	Frequency*	Repetitions/ Time	Height To/ From	Description of Objects
0 – 10	Frequent	2-4/hour+	floor to waist	Keys, hooks and wrenches, small meters.
11 – 20	Occasional	1-2/hour	floor to waist	medium sized meters, shovels, small lids, ladders
36 – 50	Occasional	1/day	waist level	50-65# lids- 20" diameter or 3'x3' square with latch.
51 – 75	Occasional	1/day	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.

*Frequency performed per shift: N = Never (0%) O = Occasional (1 – 33%) F = Frequent (34 – 66%) C = Constant (67 – 100%)

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	5-6/hour	5-100'	Key, wrenches, hooks and other tools to and from job site.
11 – 20	Occasional	1-2/day	5-10'	small meters, lids
51 – 75	Occasional	1-2/day	5-10'	buckets of dirt, gravel or mud

*Frequency performed per shift: N = Never (0%) O = Occasional (1 – 33%) F = Frequent (34 – 66%) C = Constant (67 – 100%)

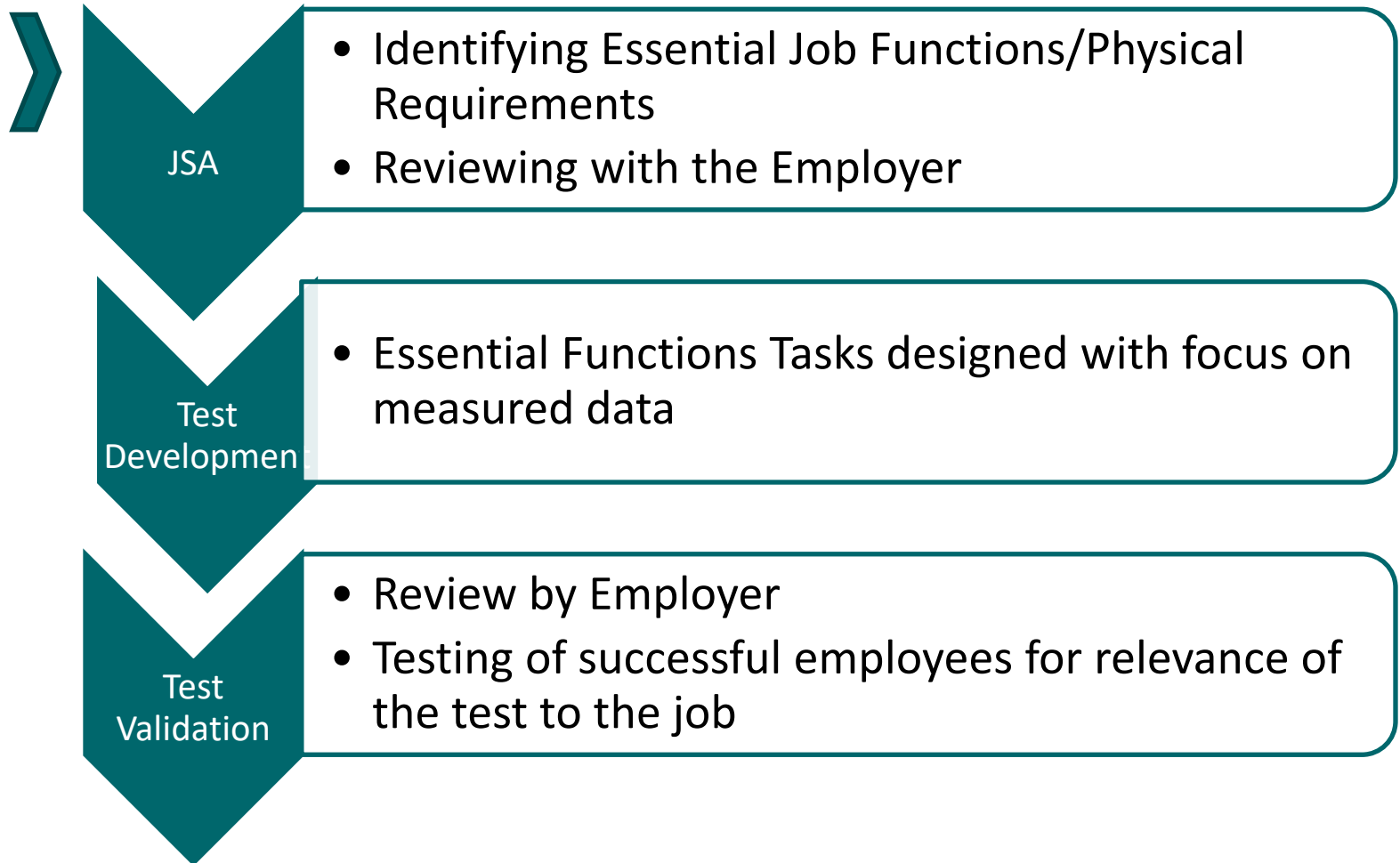
Post Offer Employment Testing Development



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

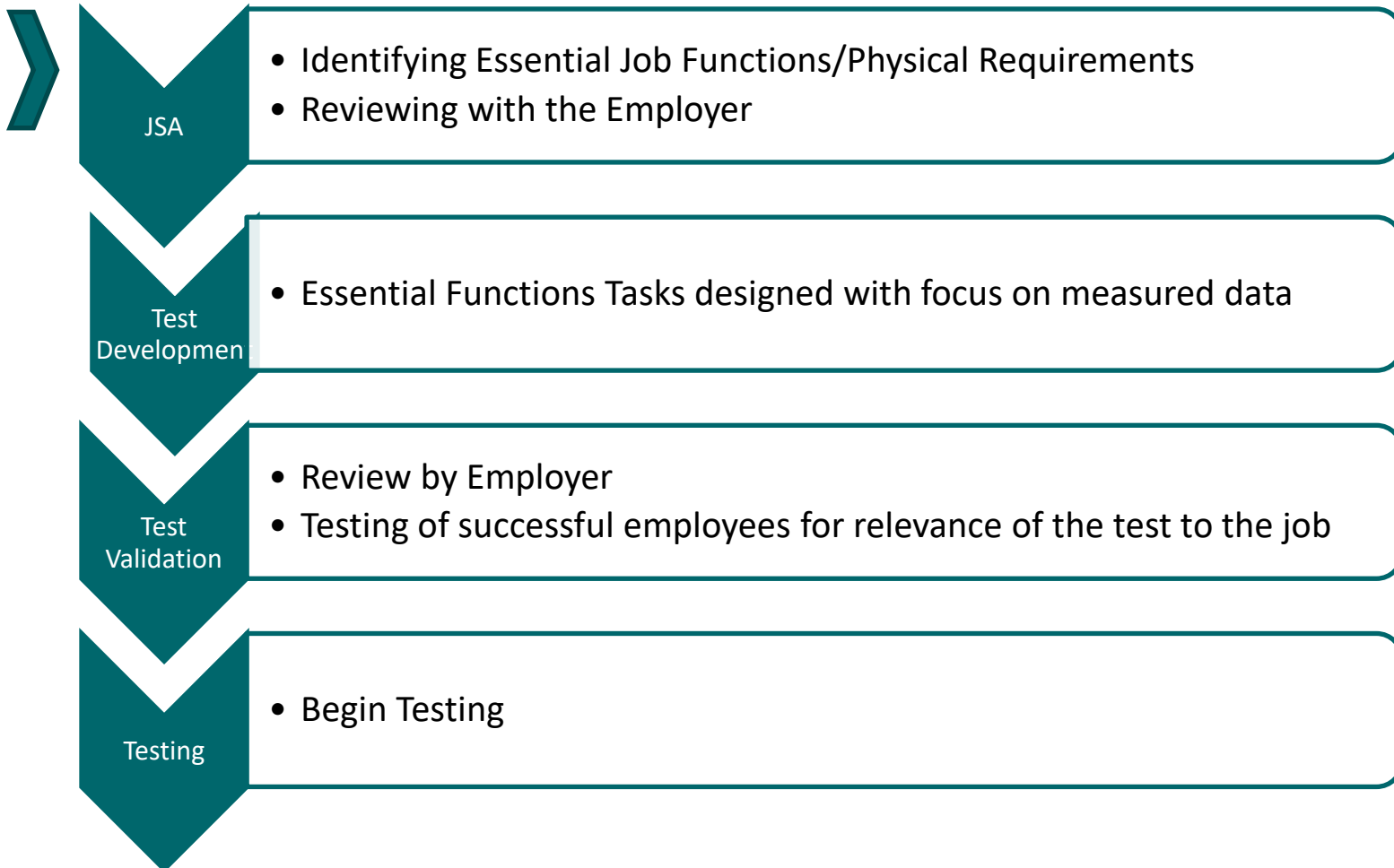
Post Offer Employment Testing Development



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
 - General, injury, workers' compensation claims, lost work time
- 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.

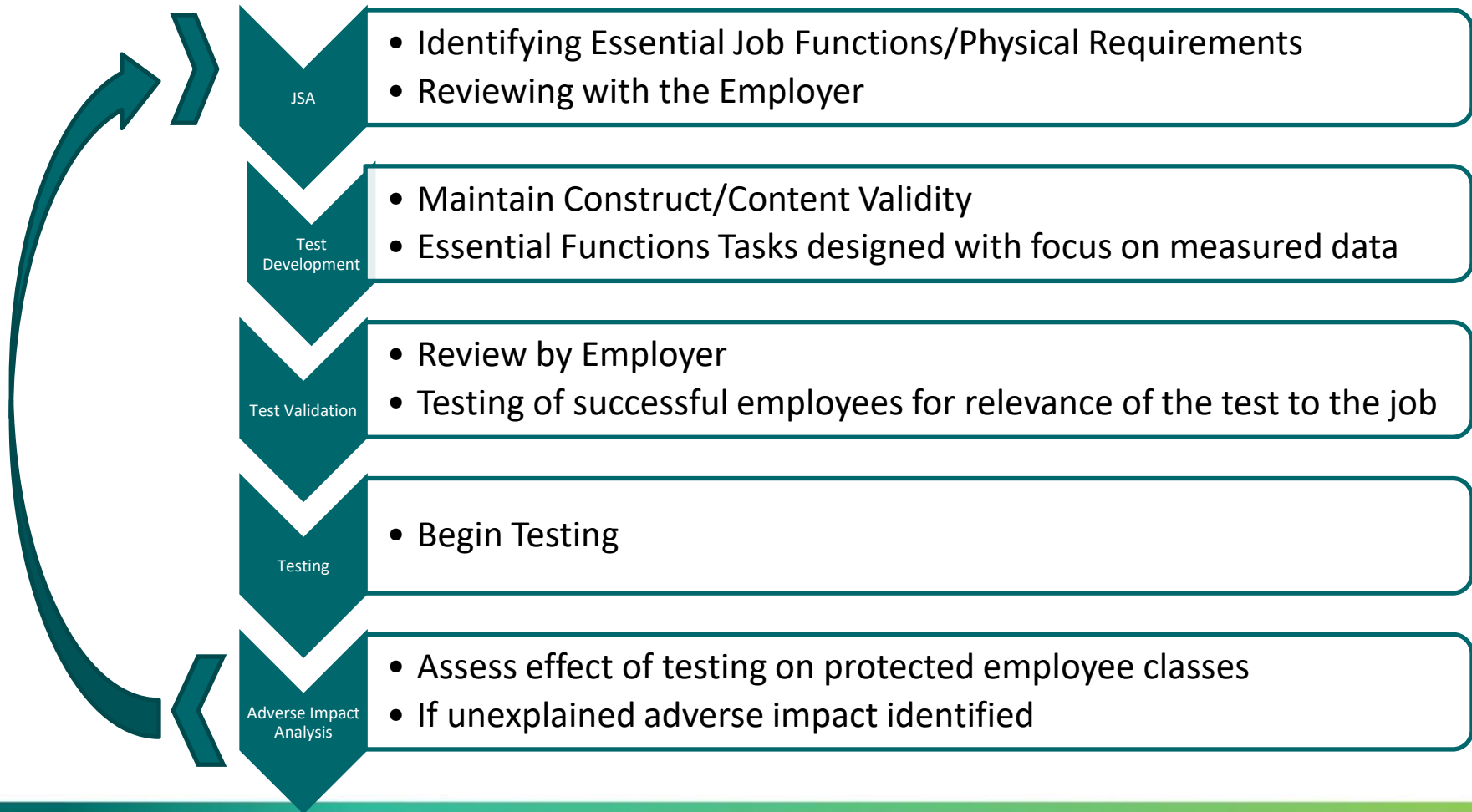
Job Specific Testing

- 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 job demands
- 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



Return on Investment

- Data Analysis for ROI Outcomes
 - Assumption
 - The type of injury that would have resulted
 - Fact
 - Not a matter of “if” the applicant will be injured, but a matter of “when”
 - Majority of the time it will be years 1-5

Return on Investment

- Using OSHA Safety Pays Calculator
 - <http://www.osha.gov/>
 - <https://www.osha.gov/safetypays/estimator>

- One Strain Injury
 - Direct Cost \$32,023
 - Indirect Cost \$35,225
 - **Total Cost \$67,248**

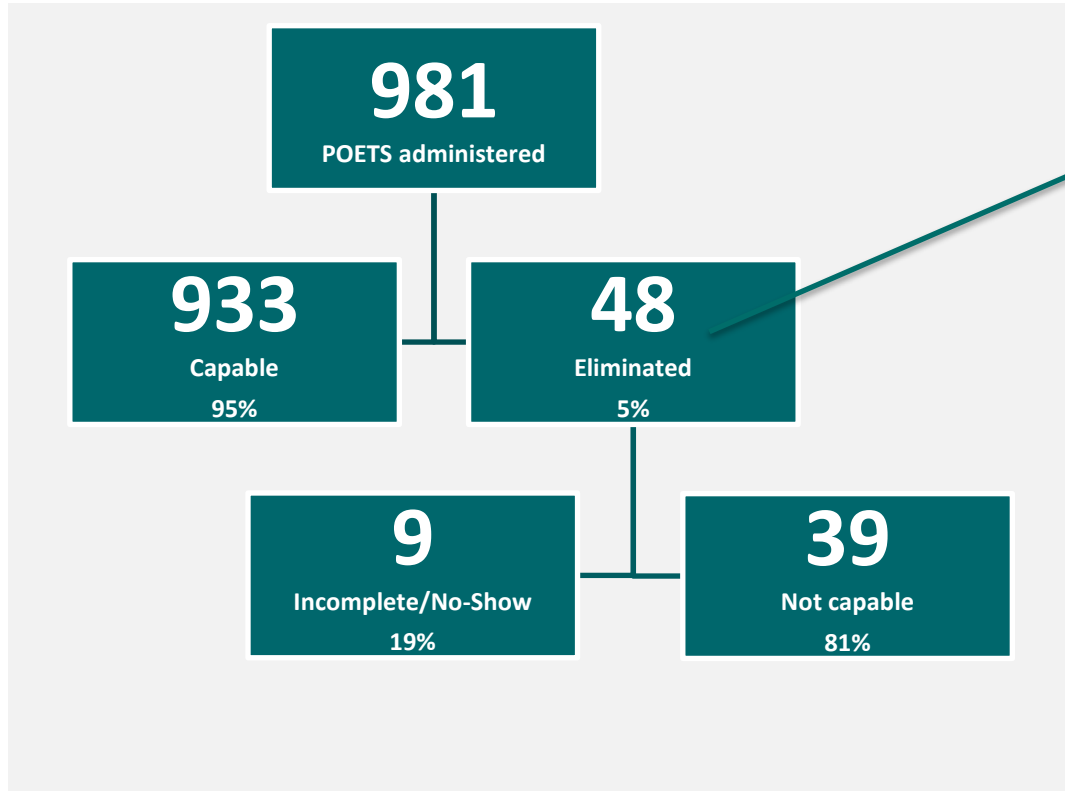
POET Data Results

© SelectMark 2024

WORKSTRATEGIES
IS EXCLUSIVELY
PROVIDED BY
THESE BRANDS:



Example POET Results:

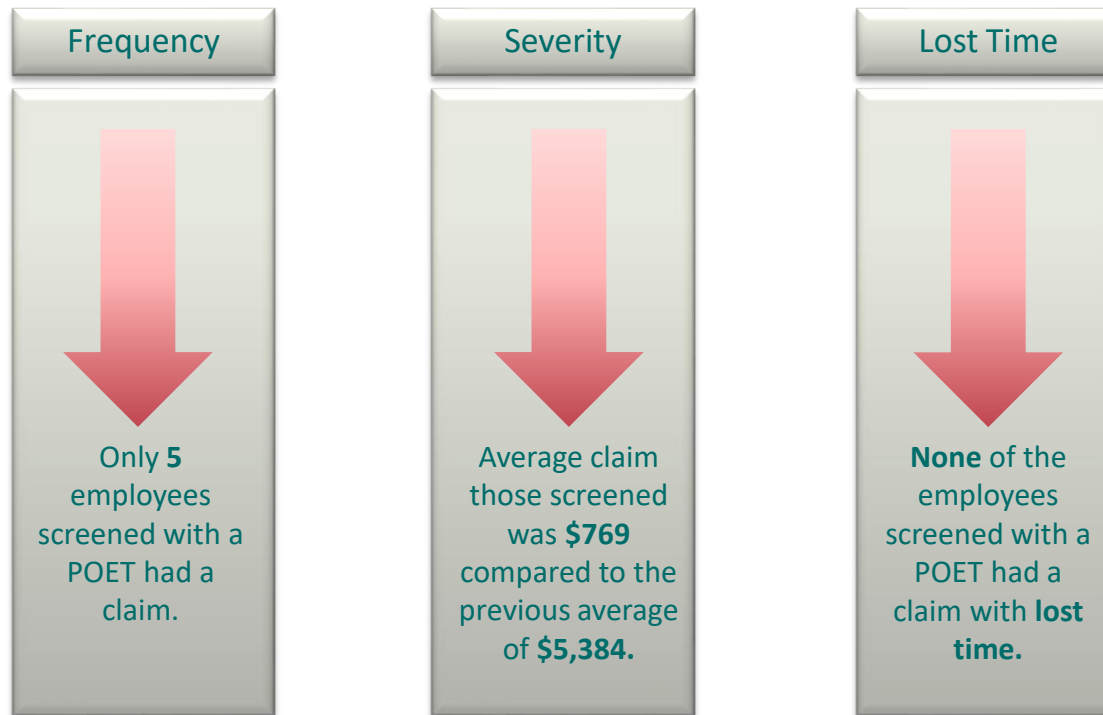


Eliminated because:

- Incomplete
- No show
- Not capable
- Self-eliminated

Industry Type: Sample

Example POET Results: Improvements



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

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 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

Maximizing Success of Employment Testing

- Maintain attention to test administration and management
- Ensure validity of screening process
- Collect and track data
- Utilized standardized process
- Update program with changes in jobs
- Focus on safety in the process

The hiring program can be effectively supported throughout the entire hiring process

■ It starts with job posting

- Utilizing job descriptions that identify the essential physical demands of the job with objective measures based on sound observation technique.

■ It continues with the interview process

- Review of job description with applicant.
 - Ask- do you meet the qualifications and can you safely perform the physical demands of this job?

■ Extending offers to the most qualified applicant

- Conditional on post offer testing (physical/agility, drug, background, etc.)

Examples

- “The man with the funny handshake”
 - Medical clearance initiated
 - Fracture found on x-ray
 - MD wrote note to avoid work activity – communicated to potential employer
 - Employer opted to allow time for fracture to heal
 - Returned for testing 5 weeks later – passed all components and hired



- “The man with the awkward wave”
 - Medical clearance initiated
 - Communicated to employer
 - Candidate never returned



Thank you!
Kevin Wilhite, MPT, DMT, CEAS
Kwilhite@ssm-select.com
636-240-7000

© SelectMark 2024

WORKSTRATEGIES
IS EXCLUSIVELY
PROVIDED BY
THESE BRANDS:



Sources

- U.S. Bureau of Labor Statistics (BLS) for 2022
 - <https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables/table-2-injury-and-illness-counts-by-industry-2022-national.htm>
 - <https://www.bls.gov/news.release/osh.nr0.htm>
 - <https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables/table-2-injury-and-illness-counts-by-industry-2022-national.htm>
 - https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables/soii-summary-historical.htm#22Supplemental_News_Release_Tables
 - <https://www.bls.gov/iif/nonfatal-injuries-and-illnesses-tables.htm>
 - <https://www.osha.gov/safetypays/estimator>