

Post-Offer Employment Testing (POET) and Physical Demands Analysis (PDA) Guidance Document

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1. Introduction

Purpose of this Document

- Provide comprehensive guidance on POET and PDA processes at CSU.
- Ensure continuity by equipping successors with clear steps, resources, and contacts.
- Deliver consistent information about POET and PDA processes to university partners and the Risk Management & Insurance (RMI) department.

Brief Overview

- **Post-Offer Employment Testing (POET):** Ensures candidates can perform essential job functions safely and effectively, reducing injury risks and workers' compensation claims.
 - POET testing offers several key benefits for the university, including:
 - **Reduced injury rates** – the least costly injury is the one that never happens. A 2003 study that looked at plant operators in Chicago demonstrated an 18.5% decreased injury rate and 79% cost savings on injury spending¹. Another study in 2006 (Rosenblum et. al) suggested that employees that were not screened with a pre-employment test were 2.5 times more likely to develop a musculoskeletal condition from overexertion on the job².
 - **Lower work comp costs** – POET testing programs demonstrated a combined yearly savings of \$797 for costs associated with workers' compensation, medical, drug and short-term disability. If savings were scaled for the hiring of 1000 workers, an employer utilizing POET testing could expect savings of nearly \$800,000³.
 - **Increase employee retention** – POET testing programs demonstrated a 7.2% lower employee turnover rate over a 4-year period³.
 - **Legal compliance** – POET tests are EEOC and ADA compliant and legally defensible, complying with all federal legislation.
- **Physical Demands Analyses (PDA):** Identifies and documents the physical requirements of jobs.
 - PDAs are essential to the FFD program, providing third-party test administrators with accurate job-specific physical demand requirements to support POET test updates and modifications.
 - PDAs also support the Workers' Compensation Program by facilitating return-to-work, modified duty programs, and determining causality of ergonomic-related injuries.

1. Littleton, Michael. "Cost-Effectiveness of a Prework Screening Program for the University of Illinois at Chicago Physical Plant." *Work (Reading, Mass.)*3 (2003): 243–250. Web.

2. Rosenblum, Keith E, and Arti Shankar. "A Study of the Effects of Isokinetic Pre-Employment Physical Capability Screening in the Reduction of Musculoskeletal Disorders in a Labor Intensive Work Environment." *Work (Reading, Mass.)*2 (2006): 215–228. Web.

3. Hoffman, Ben, and Justin Schaneman. "Post-Offer Employment Testing and Its Impact on Health Care Costs for Employers." *Journal of occupational and environmental medicine*2 (2023): e57–e60. Web.

- [Learn more about physical demands analyses and ergonomic evaluations here](#)
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2. Stakeholder Roles and Responsibilities

Risk Management & Insurance (RMI)

- Conduct PDAs using software, spreadsheets, or other available tracking systems as appropriate.
- Communicate findings to stakeholders (HR, hiring managers, third-party test vendor).
- Collaborate with third-party POET providers.

Fit-For-Duty Program Coordinator

- Coordinate POET/FFD testing programs.
- Manage cross-functional collaboration with supervisors, third-party clinicians, and HR partners to ensure effective implementation of new-hire candidate testing processes.
- Assist Ergonomics Program Manager with completing PDAs and ergonomic risk assessments to enhance effectiveness of FFD Program and POET testing.
- Continuously review program policies and procedures to align with changes in legislation, university policies, and departmental changes.

University Hiring Department

- Submit requests for POET test for new hire candidates.
- Select appropriate job title for testing accuracy.
- Communicate with the FFD Coordinator regarding scheduling, test accuracy, or other concerns.
- Responsible for all costs associated with POET testing and updates.

Third-Party Test Administrator

- **Select Physical Therapy** is CSU's primary testing vendor as of August 2024.
- Select PT reaches out to candidates directly to schedule POET test prior to anticipated start date.
- Administer POET tests from the WorkSTEPS database.
- Share test results securely with hiring department and the FFD Coordinator.
- Update, create and audit POET tests based on job demands in collaboration with the FFD Coordinator and Ergonomics.

- Meet monthly with FFD Coordinator and/or Ergonomics Program Manager to review test updates and address any issues with POET testing.

Select Physical Therapy Testing Locations:

1. **838 W Drake Road Unit 105**

Phone: (970) 449-1300

2. **375 E Horsetooth Road Building 4 Suite 104**

Phone: (970) 286-2868

- [Select PT WorkStrategies Program Information](#)
 - [WorkStrategies POET Testing Details](#)
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3. Budget and Billing

POET Testing Costs

- Costs are accurate as of February 2026. Prices are subject to change.
- The hiring department at CSU is responsible for all costs associated with candidate testing, as well as any other costs associated with test updates and validation

<u>Functional Testing Services</u>		<u>Price</u>
• Comprehensive Post Offer Functional Employment Testing	Upon Request	<u>\$185.00</u>
• Post-Employment/Fit-For-Duty/Return to Work Testing	Upon Request	<u>\$185.00</u>
• No Show Fee (24-hour cancellation required)		<u>\$125.00</u>

Test Update Costs

1. Tabletop Validation:

- Updating a test protocol based on new data, changes to tasks including weights, heights, rewriting tasks, additional tasks, ensuring dynamic lifts are supported by a task. Updated test protocol reviewed and approved by CSU. The test is updated in the WorkSTEPS system after this validation process. Cost: **\$400**.
 - This method of validation is most common.

2. In-Person Validation:

- Updated test protocol reviewed and approved by CSU, 2-3 existing employees that work in that position validate the updated test as a group. This includes a questionnaire for feedback on test accuracy. The test is updated in the WorkSTEPS system after this validation process. Cost: **\$800**.
- Additional costs for POET test modifications may apply. See below for additional cost details.

<u>Service</u>	<u>Price</u>
• Single Provider	<u>\$200/hr</u>
• Additional Provider (per analyst)	<u>\$100.00</u>
• Expenses (to be billed at actual cost)	<u>TBD</u>
• Travel Time	<u>N/A</u>
• Additional Reporting	<u>TBD</u>
• Cancellation Fee (*less than two weeks notice of cancellation will result in all non-refundable expenses, as well as the specified cancellation fee billed to Company)	<u>N/A</u>

4. Detailed Procedures

4.1 Physical Demands Analyses (PDA)

Preparation

- Review job descriptions and tasks.
- Consult supervisors or managers.

Conducting the PDA

- Use software and spreadsheets to input task data and generate reports.
- Identify metrics such as weight limits for lifting and task frequency.
- Obtain photos and video of all job tasks.
- Interview employees regarding specific job tasks and challenges.

Communicating Results

- Share findings with HR and hiring departments.
- Recommend updates to job descriptions as needed.

4.2 Post-Offer Employment Testing (POET)

When and How

- In most cases, a POET is administered after a job offer is extended to a new hire candidate.
- Hiring departments provide the anticipated start date for the candidate to facilitate timely POET scheduling.
- There is no university policy regarding hiring based on results of a POET, however it is our recommendation as well as WorkSTEPS guidance (see [Guidelines Flowchart](#) in Appendices) that a job offer should be rescinded if the candidate fails the POET test, unless they fail due to medical impairment or risk.
- A brief overview of POET test components is below:

Post Offer Testing to Include:

Medical History – The candidate is taken through a comprehensive medical history interview to obtain information on previous injuries, surgeries, treatments, as well as current medical conditions. Candidate's also sign a "falsification of the information" clause which states that falsifying information on the medical history, could result in the withdrawal of the conditional job offer of employment.

Musculoskeletal Examination – A WorkSTEPS certified licensed clinician completes a comprehensive musculoskeletal evaluation with over 100 baseline measures.

Static Grip - This portion of the tests measures grip strength and gathers baseline strength readings on the employee.

Dynamic Lifting - This portion of the test utilizes NIOSH's 4-standard lifting postures to gather baseline material handling data, as well as to qualify individuals to attempt job simulation tasks. Candidates are instructed on proper lifting techniques for each lifting posture.

Job Specific Tasks - This portion tests the candidate's ability to perform the essential functions for the position being offered in a controlled clinical setting. The essential functions are created from a job analysis which captures accrual weights and measures for that position begin tested.

- POETs may include an additional **Upper Quadrant Carpal Tunnel** screening. This screening is intended to identify risk factors or early signs of carpal tunnel syndrome (CTS) in the upper extremity (shoulder, arm, wrist, and hand).
 - This screening may be added to a test protocol at the discretion of the hiring department, Fit for Duty Coordinator, and/or the WorkStrategies Regional Manager if the job demands suggest this screening would be appropriate.
 - Certain jobs that require a significant amount of hand and wrist demands may benefit from having this screening in their test protocol.
 - There is an additional cost associated with this screening, in addition to the base cost of a POET test.
 - This screening is not intended to diagnose CTS. A candidate may be referred to a physician for additional medical clearance if any symptoms or loss of function are recognized.

Handling POET Results

1. Pass/Capable:

- Hiring department proceeds with hire.
- Test results are provided to the hiring department and FFD Coordinator.

2. Fail/Not Capable:

- Test results are provided to the hiring department and FFD Coordinator.
- Consult CSU/departmental HR or OEO for compliance issues, if necessary.
- Refer to WorkSTEPS Test Results Guidelines Flowchart for decision-making.
 - Refer to **Guidelines Flowchart** if a candidate fails a test due to medical impairment or risk.

Workflow for Compliance Issues

1. Identify potential issues (e.g., failed POET or accommodation requests).
 2. Consult HR for documentation and processes.
 3. Involve OEO for ADA accommodations.
 4. Finalize actions and communicate decisions.
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5. Legal and Compliance Considerations

- Follow U.S. Equal Employment Opportunity Commission guidance on employment tests and selection procedures.
 - **EEOC Guidance on Employment Tests and Selection Procedures**
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CSU

Post Offer Employment Testing Scheduling Guide

Colorado State University POET Appt Request

Steps to electronically request a Post Offer Employment Test appointment:

Click here to access scheduling website → [CSU-POET-Scheduling-Request](#)

1. Type employee full name – First Name Last Name
2. Enter candidate information:
 - a. Date of Birth
 - b. Phone
 - c. Email (work or personal)
3. Select CSU Representative completing request.
4. Select Job Title applying for.
5. Enter Anticipated start date (if needed)
6. If needed, any additional comments/request pertaining to scheduling.
7. Check “I consent to having my information collected” this allows for the program to automatically create a report to send at the end of the month to identify request sent to Select Physical Therapy.
8. Click to submit request.
9. Inform employee that the Select Physical Therapy will call within 24-48 hours of receiving the scheduling request to offer scheduling details.

Company:

Referral date:

Candidate Name (as spelled on driver's license): *

Candidate Date of Birth: *

Candidate Phone Number: *
Phone Number:

Candidate Email Address: *
If no email is available, please enter NA.
Email Address

Colorado State University Representative submitting POET request: *
Department

Dept / Job Title applying for: *
Department

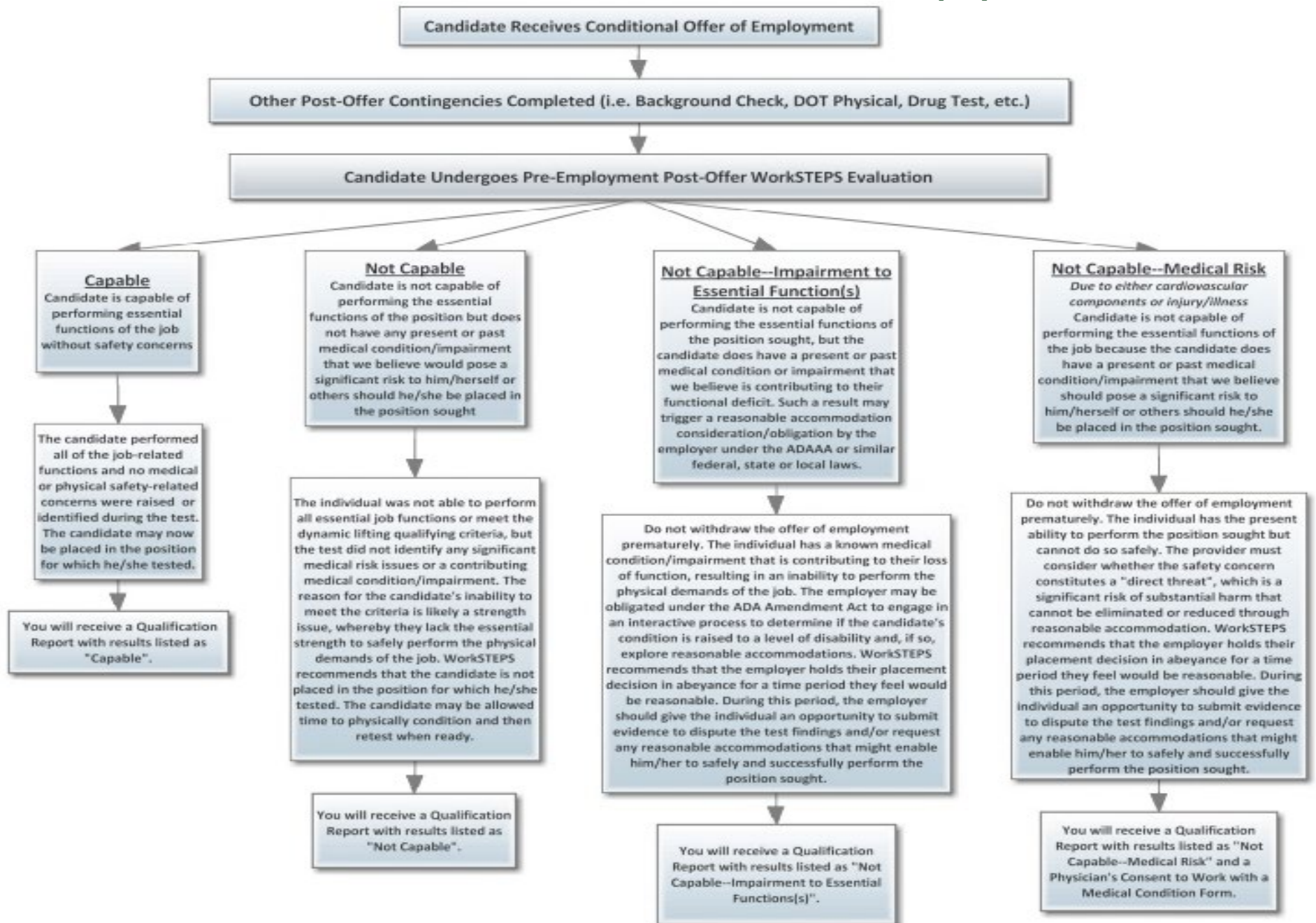
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Additional comments/notes:

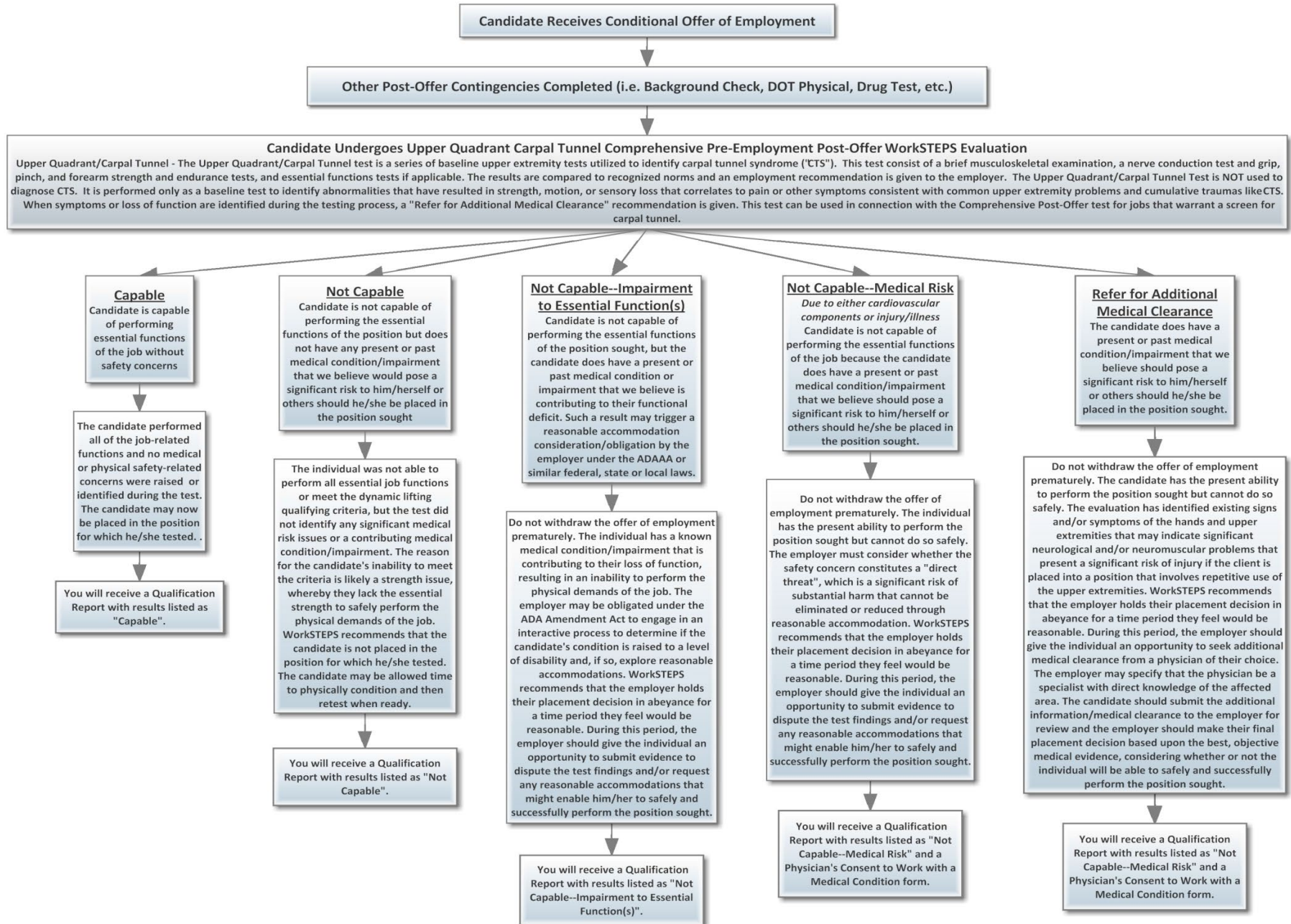
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WorkSTEPS Test Results Decision Flowchart for Employer



WorkSTEPS Test Results Decision Flowchart for Employers – including Upper Quadrant Test





Work-related injuries are a significant cost to employers, insurance companies and the injured worker. We believe that the least costly injury for all parties is the one that never happens.

THE APPROACH TO PREVENTING INJURIES FALLS INTO THREE MAJOR CATEGORIES:

- 1: SELECT THE APPROPRIATE WORKER FOR THE JOB**
- 2: DESIGN THE JOB TO FIT THE WORKER**
- 3: TEACH THE WORKER THE CORRECT JOB FUNCTION**

Post-Offer Employment Testing (POET) focuses on the first category. Select the right person for the job. It is important to recognize that the earliest opportunity to affect future claim costs is during the employment application process. POETs have also been called Physical Abilities Testing, Pre-placement Testing, Physical Demands Testing and Worker Selection Testing.

The goal of employment testing has always been to hire individuals physically capable of doing the job; however, in the past employment decisions have been based on stereotypes and medical conditions – stereotypes including age, gender and “healthy” appearance, among others. Medical conditions including back arthritis or degeneration identified on X-ray, high blood pressure and disability or disease are not good indicators of the candidate’s ability to do the physical tasks of the job, and are no longer permitted under ADA/EEOC.

POET COMPONENTS:

- » Medical history
- » Musculoskeletal screen
- » Physical demands test
- » Job-specific test
- » Postural and positional tolerance test
- » Tests are validated and thoroughly documented
- » Tests are EEOC and ADA compliant and legally defensible

WHAT ARE EMPLOYER’S NEEDS WHEN HIRING?

- » To comply with all federal legislation
- » To hire healthy and productive workers
- » To ensure workers are placed in jobs they are capable of performing
- » To reduce injuries and associated costs

SINCE THE RESULTS OF FUNCTIONAL TESTS CAN BE USED IN THE HIRING DECISION, CERTAIN LEGAL STANDARDS AND LAWS MUST BE CONSIDERED WHEN SETTING UP A POET PROGRAM:

- » **Uniform Guidelines of Employee Selection Procedures**
Applies to tests and other selection procedures which are used as a basis for any employment decision. Employment decisions include, hiring, promotion, demotion, membership, referral, retention, licensing certification and more. The use of any selection procedure that has an adverse impact on the hiring, promotion, or other employment opportunities of members of any sex, age or ethnic group will be considered to be discriminatory unless it has been validated.
- » **Title VII – Civil Rights Act of 1964**
Applies to tests and other selection procedures which are used as a basis for any employment decision.
- » **Age Discrimination in Employment Act (1967)**
Protection for otherwise qualified individuals over 40 years old.
- » **Americans with Disabilities Act – (1990)**
Protection for otherwise qualified individuals with disabilities.

FOR MORE INFORMATION:
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