

Job Function Matching System



Presented by Virginia “Ginnie” Halling

Welcome!

Thank you for purchasing the Job Function Matching® System independent learning series! We are excited to share this highly successful approach to help you in your work as it relates to maintaining a healthy, safe and productive workforce by avoiding injuries in the workplace and effectively managing return to work when employees have been injured or ill.

People are the most important asset to business success. The last thing any company wants is injuries and disability. Those are preventable with the right approach.

Introduction

This manual is a combination of the four main courses within the Job Function Matching System's Independent Training. It was made to follow along with the video training. However, this manual grew to become so much more. It is a living document encompassing the entire Job Function Matching System. This manual goes the distance to explain the system clearly and in detail piece by piece. There are links to videos as well inside this manual that will take the training to the next level.

We are very proud to have built this to keep you up to date with the latest methods and teachings. Follow along with the Independent Courses, or read this manual from front to back, and you'll be caught up with the work we've been doing to make our training cutting edge.

The four course manuals within this guide are:

- Job Function Matching System Overview
- Job Function Analysis & Job Function Description Development
- Job Function Test Design
- Job Function Test Delivery

Let's get started!

Table of Contents

Job Function Matching System Overview

Presented by Virginia “Ginnie” Halling	10
Welcome!	10
Overview of Job Function Matching®	11
a. Introduction	11
b. Job Function Matching® Flowchart	11
c. Purpose of Job Function Matching®	12
d. What is Job Function Matching®?	12
Implementation Components:	13
a. Job Function Matching® Sequence	13
Job Function Matching Flowchart Review:	14
a. Flowchart Overview	14
Utilization of Job Function Matching®:	17
a. Injury Prevention Components	17
b. Return to Work Components	18
c. Transition Components	19
Characteristics of Job Function Matching®:	19
a. Proactive	20
b. Benign/Benevolent	21
c. Loyal vs. Adversarial Relationships	21
d. Medical / Legal Credibility	22
The Job Function Matching® Sequence	24
a. Overview	24
b. Options for Job Function Test & Match	24
c. Results of the Job Function Match	25
d. Staffing for the Job Function Match	26
Job Function Matching® Benefits	28
a. Benefits of Job Function Description	28
b. Benefits of Job Function Testing (Post Offer)	28
c. Benefits of Job Function Testing (Return to Work)	29
d. Benefits of Functional Capacity Assessment	29
Provider Responsibilities	30
a. Policies	30
b. Safety	30
c. Safe Testing	31
Methods & Outcomes	32
a. Medical Evidence	32

b. Legal Evidence	32
c. Utility	32
d. Outcomes	33
e. History	34
How Employers Know they need	34
Job Function Matching®	35
a. Questions to Consider	35
b. A Likely Scenario	35
c. Important Statistics	36
Next Steps & Conclusion	38
a. Next Steps	38
b. Conclusion	38

Job Function Analysis & Job Function Description Development

Presented by Virginia “Ginnie” Halling	39
Welcome!	39
Job Analysis & Job Function Description™ Development	40
a. Introduction	40
b. Flowchart	40
c. Basics of Development	41
Scheduling & Equipment Planning:	42
a. Scheduling Information	42
b. Planning Ahead	42
c. Necessary Documents	42
d. Necessary Equipment	43
Equipment Demonstration	44
a. Equipment Demonstration: Force Demands	45
Lift/Carry	45
Industrial Scale	45
Tape Measure	47
Push/Pull	48
Force Gauge	49
Grip/Pinch	53
Grip Dynamometer	54
Pinch Gauge	55
a. Equipment Demonstration: M&P Demands	57
Stand/Walk	57
Sit	57
Bend/Reach	59
Low Level Activity	61
Stopwatch	61

Elevated Activity	63
Climb	63
Hand Coordination	64
Job Function Analysis & Job Function Description Development Walkthrough	65
a. Walkthrough of Job Function Analysis	65
b. Walkthrough of Job Function Description Development	66
c. Updating the Job Function Description	68
Job Function Description Category Definitions	69
a. Job Function Demands	69
b. Force Demands	71
c. Movement & Position Demands	72
d. Intro to Specific Requirements	73
Writing Specific Requirements	74
a. Lift / Carry	74
B. Push / Pull	74
c. Grip	74
d. Pinch	74
e. Hand Coordination	75
f. Stand / Walk	75
h. Bend / Reach	76
i. Elevated Activity	76
j. Low Level Activity	76
k. Climb	76
l. Other	77
Job Function Description Definitions Continued	78
a. Frequency	78
b. Optional Categories	79
Preparing to Perform Video Job Function Analysis	80
a. Job Function Demands	80
b. Force Demands	80
c. Movement & Position Demands	80
d. Specific Requirements	80
e. Frequency	81
f. Data Collection Sheet	81
Job Function Analysis of Grocery Shopper	82
a. Overview of Job	82
b. Data Collection Sheet	83
c. Data Collection Sheet	85
d. Data Collection Sheet 3	92
e. Data Collection Sheet 4	96
Job Function Analysis & Data Collection of Night Selector	100

a. Overview of Job	100
b. Data Collection Overview	102
c. Writing the 1st Job Function Demand	103
d. Writing the 2nd Job Function Demand	108
e. Writing the 3rd Job Function Demand	113
f. Writing the 4th Job Function Demand	117
e. Writing the 5th Job Function Demand	121
Job Function Description Development of Night Selector	125
a. Introduction to DSI Software	125
b. Entering the 1st Job Function Demand	130
c. Entering the 2nd Job Function Demand	136
d. Entering the 3rd Job Function Demand	142
e. Entering the 4th Job Function Demand	147
e. Writing the 5th Job Function Demand	149
h. Job Function Demand Summary	152
i. Exporting the Results	158
Job Function Description Validation	164
a. Steps to Complete Validation	164
b. Validation Method	164
c. Validation Form	165
Ergonomic Opportunities Report	166
a. Introduction to DSI Ergonomic Opportunities Software	166
b. Methods to Complete Ergonomic Opportunities Report	168
c. Completed Form	174
Job Groups & Firefighter Examples	175
a. Job Group Characteristics	175
b. Creating Job Groups	175
c. Firefighter Example	176
Job Rotation & Assembly Line Examples	178
a. Job Rotation Overview	178
b. Assembly Worker Example	179
c. Job Rotation Testing Development	180
Next Steps & Conclusion	181
a. Next Steps	181
b. Conclusion	181
Job Function Test Design	
Presented by Virginia “Ginnie” Halling	182
Welcome!	182
Job Function Test Design	183
a. Introduction	183

b. Job Function Matching® Flowchart	183
c. Job Function Test Purposes	184
a. Test Design Considerations	185
b. Grocery Stocker Job Function Description	185
c. Grocery Stocker Example JFT	186
d. More Test Design Information	186
Review of the Night Selector Job Function Description	188
a. Night Selector JFD 1	189
a. Night Selector JFD 2	189
a. Night Selector JFD 3	190
d. Night Selector JFD 4	190
Test Design Tools & Environment	191
a. Important Tools to Use in Test Design	191
Job Function Test Design Process	192
a. Job Function Demand 1 Test Design	193
b. Job Function Demand 2 Test Design	196
c. Job Function Demand 3 Test Design	199
d. Job Function Demand 4 Test Design	201
Entering Test Data Into JFM Software	203
a. Entering JFD 1 Test Into Software	204
b. Entering JFD 2 Test Into Software	207
c. Entering JFD 3 Test Into Software	209
d. Entering JFD 4 Test Into Software	210
e. Completed Job Function Test	211
Job Function Test Design Validation	213
a. Validation Steps	213
b. Validation Forms	214
Next Steps & Conclusion	215
a. Next Steps	215
b. Conclusion	215

Job Function Test Delivery

Presented by Virginia “Ginnie” Halling	216
Welcome!	216
Job Function Test Delivery	217
a. Introduction	217
b. Job Function Matching® Flowchart	217
Post-Offer of Employment Testing	218
a. Types of Employment Testing	218
b. Post Offer Testing	219
c. 4 Step Sequence	224

d. Testing Forms	227
Return to Work	229
a. Test Timing	230
b. Recordkeeping	231
Job Function Matching	233
a. Job Function Matching Definition	233
b. JFM Document	234
c. The JFM Process	235
d. JFM for Case Management	236
f. Temporary Work Placements	238
g. Job Coaching	239
h. Examples of Modified Work	241
i. Important Points	241
Introduction to Kinesiophysical Testing	242
a. Kinesiophysical Definition & History	242
b. Kinesiophysical Parameters	242
c. Generic or Job Specific Referral Questions	244
Kinesiophysical Testing & Scoring	246
a. Observation Criteria	246
b. Stopping the Test	249
c. Policies & Procedures	249
Kinesiophysical Testing Demonstration	251
a. Kinesio Demo Prep	251
Kinesio Testing Part 1	252
b. Walk to Push/Pull	252
Walk	252
Lift/Carry	254
Push/Pull	258
c. Vertical Lifts	262
Vertical Lift - Center to Floor	262
d. Sit to Pinch	269
Sit	269
Grip	270
Pinch	272
e. Stand to Climb	274
Stand	274
Bend/Reach	275
Elevated Activity	278
Low Level Work	280
Climb	281
Interference of Injury or Pathology	284

a. Limitations	284
b. Example of Injury & Pathology	285
Night Selector Job Function Test Delivery	289
a. Test Walk-Through	289
b. History & Physical	290
c. Job Function Test 1	292
Job Function Demand 1a.	293
Job Function Demand 1b.	294
Job Function Demand 1c.	295
Job Function Demand 1d.	296
d. Job Function Test 2	297
Job Function Demand 2a.	298
Job Function Demand 2b.	299
Job Function Demand 2c.	300
Job Function Demand 2d.	301
Job Function Demand 2e.	302
e. Job Function Test 3	303
Job Function Demand 3a.	304
Job Function Demand 3b.	305
f. Job Function Test 4	306
Job Function Demand 4a.	307
Job Function Demand 4b.	308
Job Function Demand 4c.	309
g. Test Conclusion	310
Conclusion & Next Steps	311
a. Next Steps	311
b. Conclusion	311

Job Function Matching® System Overview



Presented by Virginia “Ginnie” Halling

Welcome!

Thank you for purchasing the first course in the Job Function Matching® System independent learning series! We are excited to share this highly successful approach to help you in your work as it relates to maintaining a healthy, safe and productive workforce by avoiding injuries in the workplace and effectively managing return to work when employees have been injured or ill.

People are the most important asset to business success. The last thing any company wants is injuries and disability. Those are preventable with the right approach.

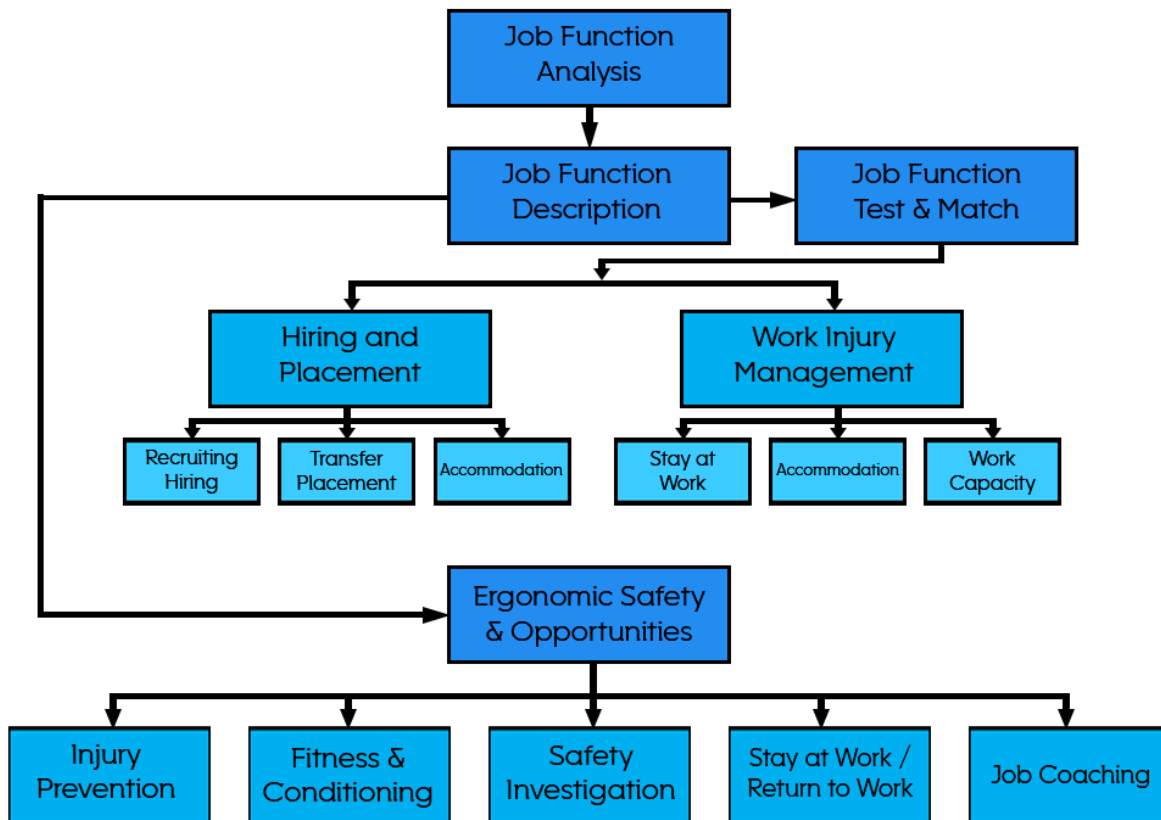
Overview of Job Function Matching®

a. Introduction

In this first course, the Job Function Matching® System Overview, you will learn:

- The various components that make up the Job Function Matching® System
- The defining characteristics that set this system up for success
- The benefits attained by all parties
- The outcomes achieved by other organizations that have implemented the Job Function Matching® System
- Provider/Employer Relationships
- Statistics that Measure Success

b. Job Function Matching® Flowchart



c. Purpose of Job Function Matching®

Work requires Physical and Functional ability. Adequate Functional Capacity of Employees to perform the physical demands of Jobs is necessary for three purposes:

1. That work is accomplished productively.
2. That employees will have reduced risk of musculoskeletal injury to themselves or others due to inability to perform the work safely.
3. That the employer will have reduced risk of losing employees and also reduced financial cost and lost time.

d. What is Job Function Matching®?

Job Function Matching® is the comparison of the functional demands of the job with the functional capacity of an employee. The match delineates areas of competency, areas needing job modification, and tasks that cannot be performed. If all essential functions of a job are matched, the employee will have demonstrated basic physical ability to do the job.

Implementation Components:

a. Job Function Matching® Sequence

- **Assessment-** of the needs, goals and requirements of the employer and work site.
- **Analysis-** of target jobs, including review of the existing job description, identification of ergonomic, education, and training opportunities, as well as identification of critical equipment.
- **Job Function Descriptions-** are developed from the analysis and validated by employees and other employer representatives
- **Job Function Tests-** are developed from the Job Function Description and identify which tasks of the job can be done safely and which cannot. The test will be used after an offer of hire and for early return to work.
- **Job Function Match-** is a recommendation of job modifications that allows a job task to be accomplished safely in a modified manner
- **Enhanced rehabilitation-** is the use of the Job Function Test to set objective rehabilitation goals for safe return to work
- **Job Coaching-** allows for job specific engagement with the employee in the return to work process. This is usually done with the employee at their job site
- **Policies and Procedures-** need to be written in order to integrate the Job Function Matching system into current company policies
- **Meetings and Trainings-** need to be held with all stakeholders and appropriate team leaders in order to implement the system

Job Function Matching Flowchart Review:

a. Flowchart Overview

Job Function Analysis- This is the starting point of the entire process. It is where the objective job data is collected.

Job Function Description- This vital document houses the critical information gathered in the Job Function Analysis. It describes the work being performed in a manner that is easily understood by all stakeholders and meets the validity requirements necessary for legal credibility.

Components of the Job Function Description:

- Job Title
- Job Function Demands
- Force Demands
- Movement & Position Demands
- Specific Requirements
- Frequency

Job Function Description				
A DSI Work Solutions Provider				
Bob's General Store Somewhere, KY				
JOB TITLE:	DEPARTMENT / JOB NUMBER:	DEPARTMENT:	LENGTH OF SHIFT:	DATE:
Grocery Stocker SAMPLE REPORT	A765	Stocking	8 hrs.	6/13/2018
JOB INFORMATION:	Keep grocery store shelves supplied with merchandise for customer purchase. Rearrange merchandise to prevent merchandise from becoming outdated.			
Job Function Demands	Force Demands	Movement & Position Demands	Specific Requirements	Frequency
1. In warehouse: Remove cartons of merchandise from pallets, load onto flatbed carts or dollies for delivery into store. 2 hours per shift.	a. Lift/Carry 50 lbs b. Push/Pull (1 hand) 40 lbs	Stand/Walk Bend/Reach	a. Lift/Carry 50 lbs: Lift merchandise from pallet stacked 5 in. to 40 in., carry up to 25 ft. and stack on carts and dollies between 5-40 in. Cartons weigh 5-25 lbs. Pet food sacks weigh up to 50 lbs. b. Push/Pull 40 lbs to slide cartons off stack	Occasionally
2. In warehouse: Move loaded pallets with pallet jack from dock to holding areas. Up to 20 pallets at a time, 1-2x per shift	a. Push/Pull 50 lbs b. Push (down) 25 lbs	Stand/Walk	a. Push/Pull 50 lbs: 50 lbs. initial force at preferred height b. Push (down) 25 lbs: at 47 in. on jack handle up to 5 times to raise pallet. c. Stand/Walk: up to 500 ft. between warehouse and store	Occasionally
3. Move merchandise from warehouse to aisles using dolly or flatbed cart. 10- 20x per shift	a. Push/Pull 65 lbs	Stand/Walk	a. Push/Pull 65 lbs: 65 lbs initial force at 36 in. height to move fully loaded carts/dollies b. Stand/Walk: Walk back and forth moving carts/dollies up to 2 miles per shift	Occasionally
4. In Store: Stock merchandise: transfer product from carts/dollies to shelves. Remove outdated product and take back to warehouse. Up to 4 hours/shift	a. Lift/Carry 50 lbs	Stand/Walk Bend/Reach Climb	a. Lift/carry up to 50 lbs: from 5-40 in., carry up to 10 ft. and place on shelves. 40-50 lb items stacked 5-20 in., 25 lb items stacked 5-36 in., 5 lb. items stacked up to 60 in. and 1 lb. items stacked up to 70 in. May use stepladder.	Frequently

Job Function Description Example

Job Function Test & Match- The Job Function Test is clearly derived from the Job Function Description. Testing can be scored, then considered. If there was not the ability to pass the Test, a modification made may allow an individual to be able to perform the activity being described in the Job Function Demand. This is critical for return to work.

Hiring & Placement- A test of the Job can be used to assist hiring in several ways

- Recruitment tool for interviewing
- Hiring tool for placement testing
- Job Transfers qualifies Employees transferring between physically demanding jobs
- Accommodation for disabled individuals who are otherwise qualified for the job.

Work Injury Management- A test of the job can be a vital part of keeping all parties on target for assisting an individual back to their job.

- Stay at Work efforts - for testing early and often
- Accommodation efforts- for both temporary and permanent needs
- Work Capacity efforts- facilitating medical providers, especially rehab providers with transitioning individuals to full duty or to their maximum safe ability with Job Function Testing and Matching

JOB TITLE:		DEPARTMENT / JOB NUMBER:	DEPARTMENT:	DATE:	EVALUEE:
Grocery Stocker SAMPLE REPORT		A765	Stocking	4/2/2018	Frank Smith

JOB FUNCTION DEMANDS	JOB FUNCTION TEST™	SCORE	TO MEET	MET	MODIFICATION	MET WITH MODIFICATION
1. In warehouse: Remove cartons of merchandise from pallets, load onto flatbed carts or dollies for delivery into store. 2 hours per shift.	a. Lift/Carry 50 lbs: Lift merchandise from pallet stacked 5 in. to 40 in., carry up to 25 ft. and stack on carts and dollies between 5-40 in. Cartons weigh 5-25 lbs. Pet food sacks weigh up to 50 lbs.					
	➤ Lift 20 lb (crate) at 5 in, carry 25 ft, place at 5 in.	20 lb	20 lb			
	➤ Lift 30 lb (crate) at 5 in, carry 25 ft, place at 5 in.	30 lb	30 lb			
	➤ Lift 40 lb (crate) at 5 in, carry 25 ft, place at 5 in.	0	40 lb	NO	No handling pet food bags	YES
	➤ Lift 50 lb (crate) at 5 in, carry 25 ft, place at 5 in.	0	50 lb			
	b. Push/Pull 40 lbs sliding cartons off stack					
➤ Use dynamometer: Push at preferred height 65 lbs x 3 reps	70 lbs	40 lbs x 3 reps	YES			
➤ Use dynamometer: Pull at preferred height 65 lbs x 3 reps	75 lbs	40 lbs x 3 reps				
2. In warehouse: Move loaded pallets with pallet jack from dock to holding areas. Up to 20 pallets at a time, 1-2x per shift	a. Push/Pull 50 lbs: 50 lbs. initial force at preferred height					
	➤ See test 1.b. Push	70 lbs	50 lbs x 3 reps	YES		
	➤ See test 1.b. Pull	75 lbs	50 lbs x 3 reps			
	b. Push (down) 25 lbs: at 47 in. on jack handle up to 5 times to raise pallet.					
➤ Push (down) 25 lbs x 5 repetitions	25 lbs x 5 reps	25 lbs x 5 reps	YES			

Job Function Test & Match Example

Ergonomic Opportunity & Safety- It is at this point that the consultant is able to easily identify potential exposure to ergonomic risk factors that should be further investigated.

- Injury Prevention: Job specific injury prevention education
- Fitness & Conditioning: Job specific fitness and conditioning
- Safety Investigation: Any area of potential concern can be identified and discussed with the appropriate safety professional
- Stay at Work/Return to Work: Addresses ergonomic issues for the individual to facilitate safe return to work. Finding these issues may help other employees as well
- Job Coaching: Talking with employees about technique and approach to work activities. Reduces fatigue, Improves comfort, and Enhances Productivity.

Ergonomic Opportunities					
Bob's General Store Somewhere, KY					
Job	Job Function Demand	Stressor	Opportunity for Change	Date & Person(s) Contacted	Date & Change Made
Grocery Stocker SAMPLE REPORT A765 Stocking	In warehouse: Remove cartons of merchandise from pallets, load onto flatbed carts or dollies for delivery into store. 2 hours per shift.	Lift/Carry 50 lbs: Lift merchandise from pallet stacked 5 in. to 40 in., carry up to 25 ft. and stack on carts and dollies between 5-40 in. Cartons weigh 5-25 lbs. Pet food sacks weigh up to 50 lbs.	a. Consider body mechanics training on lifting/handling all merchandise- avoiding twisting in back, neck and wrists emphasized. b. Investigate alternative ways to deliver 50 lb pet food sacks to aisles- consider leaving on pallet		
Grocery Stocker SAMPLE REPORT A765 Stocking	Move merchandise from warehouse to aisles using dolly or flatbed cart. 10-20x per shift	Push/Pull 65 lbs at 38 in. to move fully loaded carts/dollies	Investigate methods to reduce push/pull forces: wheel maintenance, wheel bases, electric versions, etc.		
Grocery Stocker SAMPLE REPORT A765 Stocking	In Store: Stock merchandise: transfer product from carts/dollies to shelves. Remove outdated product and take back to warehouse. Up to 4 hours/shift	Lift/carry up to 50 lbs: from 5-40 in., carry up to 10 ft. and place on shelves. 40-50 lb items stacked 5-20 in., 25 lb items stacked 5-36 in., 5 lb. items stacked up to 60 in. and 1 lb. items stacked up to 70 in. May use stepladder	a. Consider body mechanics training on lifting/handling all merchandise using legs for low shelves and avoiding twisting in the neck, back and wrists. b. Teach/reinforce proper use of stepladder with stocking higher shelves		
EVALUATOR:			DATE:		

©Copyright DSI Work Solutions 2004

Ergonomic Opportunities Report

Utilization of Job Function Matching®:

a. Injury Prevention Components

If an employee has the capacity to perform the work, and if the work does not require greater physical ability than the employee can provide, the risk of musculoskeletal injury is reduced.

The following four components of injury prevention utilize the Job Function Match:

- Post Offer Testing
- Ergonomics
- Education and Training
- Fitness and Conditioning

1. Post Offer Testing-

By testing applicants who have been offered a Job, a higher level of assurance exists that they can perform the essential functions of that Job. The Job Function Description™ is used to develop a non-discriminatory Job Function Test™, which is then used to test applicants who have been offered a specific Job.

If the person has a disability and is otherwise qualified, the test can be used to identify areas of possible accommodation

2. Ergonomics-

By comparing the Job Function Descriptions with injury records, or by using the Job Function Description to identify stressors, suggestions for Ergonomic Investigation can be documented

3. Education and Training-

Often the need for education and training in functional aspects of work are identified

4. Fitness and Conditioning-

The Job Function Description™ identifies the physical work that is performed. Prevention conditioning and fitness programs can be designed to increase strength and endurance for both musculoskeletal and aerobic components of work. This can be done either after hire or during the course of employment.

b. Return to Work Components

Uses of Job Function Matching:

- Early Intervention with Job Function Testing
- Job Modification
- Treatment
- Work Conditioning / Rehabilitation
- Disability Management with DSI Functional Capacity Assessment

1. Early Intervention With Job Function Testing-

When an employee has an injury, medical and therapeutic interventions start. To eliminate or reduce lost time, the Job Function Test™ is given. This produces the Job Function Match, which indicates specific tasks that can continue to be done during early return to work.

The Job Function Match also indicates which tasks have to be eliminated or modified temporarily. As healing or treatment progresses, ongoing testing and matching can upgrade the employee until the employee is back at full or maximum capability.

2. Job Modification-

The Job Function Match objectively identifies the areas of discrepancy between job tasks, and the ability of the employee. These areas of discrepancy can be reviewed for job modification options.

For disabled individuals, this method is also used to identify reasonable accommodations.

3. Treatment-

Because treatment is not traditionally work focused, Job Function Matching can show the therapist or treating clinician what functions should be emphasized in the treatment plan. This adds work readiness to traditional treatment, and Job Modification can be considered.

When the Job Function Match shows readiness to return to work or readiness for full duty, medical costs are often reduced.

4. Work Conditioning / Work Rehabilitation-

When care must go beyond traditional treatment, the Job Function Test™ is used as an entrance exam to identify the functional goals that will lead to return to work. Documentation is enhanced for referrers when the Job Function Match is also used for entrance, interim and discharge evaluations.

5. Disability Management with DSI Functional Capacity Assessment-

Adding work ability information in traditional disability evaluations improves clarity regarding the individuals ability to work. Return to work is a goal of many disability cases and this brings work relevance and objectivity to the decision making process.

c. Transition Components

Job Transfers- When an employee changes from one job to another, the Job Function Test™ can identify if the physical and functional abilities are present. This assists the decision making and intervention process for both employer and employee.

Aging Workforce- Aging processes change functional and physical abilities. If work ability declines, this could produce risk. The Job Function Match can assist in identifying restorative or modification options. Valued employees can be retained to work safely and productively in jobs that match their abilities.

Characteristics of Job Function Matching®:

Job Function Matching® adds credibility, information and direction to decisions made by medical professionals and those within industry to deal with musculoskeletal disorders and their consequences. Both prevention of injury and return to work are strengthened and expedited. The following are characteristics benefiting the employer, the employee, the medical, and the case management team.

a. Proactive

Proactive-

By evaluation of the exact physical demands of the Job, and defining specific tasks within Jobs, one can identify specific risk areas and begin preventive measures such as ergonomics, conditioning or training.

Once prevention is accomplished, the validated Job Function Description™ can be utilized in hiring by allowing job candidates to understand, and potentially be tested against, the essential functions of the Job. This initially creates a more suitable applicant pool, as workers can select out of Jobs for which they don't feel physically qualified.

If post offer testing is used, fair tests are developed for each Job through the use of Job Function Descriptions.

If work injury or illness occurs, it is to the benefit of both Employee and Employer that early Return to Work is accomplished with objective means to define Jobs or Job tasks that can be done. This proactive approach results in reduced reinjury and lost time.

By letting employees know that fair and clear means will be used for Return to Work, they can expect it for themselves and their co-workers. The system is logical, equitable, and has innate safety built into the return to work process for an injured Employee.

By letting employees know that fair and clear means will be used for Return to Work, they can expect it for themselves and their co-workers. The system is logical, equitable, and has innate safety built into the return to work process for an injured Employee.

Because employees, unions and supervisors are involved in Job Analysis and Validation of the Job Description, the process has grassroots support.

b. Benign/Benevolent

The use of Job Function Matching® is just another step in assisting both Employer and Employee with reducing musculoskeletal injuries and symptoms. This works for Employees first.

When individuals are placed safely and perform their work at a level that does not exceed their capacity, the benefit accrues to them. Healthy, productive Employees are the result of correct placement.

This concept is as true for Return to Work as it is for prevention. By benefiting Employees, the Employer also benefits.

c. Loyal vs. Adversarial Relationships

When the Employer provides a system of fair Job Matching to ensure Employee safety and longevity, the Employee understands that the Employer cares about their health.

By obtaining buy-in of Employees during the implementation of Job Function Matching®, the Employer gives them ownership and pride in their work and obtains cooperation in prevention or Return to Work methods.

In addition, the best Employees are often concerned that some take advantage of “the system”. Often these good Employees are impacted negatively. By adding the proactive method of Job Matching, the Employees see that a fair system will be in place.

d. Medical / Legal Credibility

Medical Legal Credibility-

By using a system of Job Function Matching® that has both a work base (Job Function Description™) and a medical base (Job Function Testing), work and health issues are combined.

This assists Physicians in Return to Work planning and assists Case Managers in blending the injury side with the work ability side. This also empowers other stakeholder decision making by enhancing professional roles.

The Job Function Match provides additional information for all parties in the system. The use of the Job Function Match offers objectivity in place of subjectivity and adds depth to the guidelines on return to work as developed by the American College of Occupational and Environmental Medicine (ACOEM).

1. Regarding anti discrimination laws, the Job Function Match adheres to the principles of Job relatedness, identification of essential functions, and provisions for Job modification or reasonable accommodation. It also sets limits, so the employer is likewise protected from placing workers in situations where they are unable to perform essential Job Functions.
2. Regarding injury prevention guidelines, such as federal or state rules, the analysis of Jobs includes ergonomics, education, early care and Job modification.
3. Regarding workers' compensation laws, the focus is on restoration of work function, early and safe Return to Work, and reduction in lost time. Early Return to Work prevents disability.

e. Outcome Oriented

Prior to implementing the Job Function Matching® process, the Employer identifies areas to improve upon and provides previous injury data. The baseline for improvement is developed from variables that should see a positive impact.

Measurement of change in injury rates, lost-time days, disability costs, and productivity allows the Employer to determine the impact of Job Function Matching.

This demonstrates effectiveness and targets areas that can be improved further. Reducing reinjury rates can also be evaluated by tracking data on Return to Work after Job Function Matching®.

The Job Function Matching® Sequence

a. Overview

1. The Job Function Description™ produces the Job Function Test™
2. The Job Function Test™ of the worker produces scores. If all items are passed, the Employee can perform all of the functions of the Job. If all items are not passed, there is an indication of which Job Demands can be performed and which cannot.
3. Job modification can be designed for those tasks Employees are not able to perform. The modifications are noted in the Job Function Match document.
4. In addition, the DSI Functional Capacity Assessment uses the same categories as the Job Function Description™ to facilitate Job Matching when a Functional Capacity Assessment must be used in more chronic cases.

b. Options for Job Function Test & Match

Job Function Test™ in the post offer setting: if all Job Functions are passed, the Employer has indication that the Employee has basic capability to perform the essential functions of the Job.

If any items are not passed, state and federal law guidelines should be used by the employer to make hiring decisions.

If the person is qualified and has a disability, the Job Function Match can be utilized to indicate areas where accommodation could be used. The accommodation would then be made and the Employee retested on whether they could do the essential function with the accommodation.

In a Return to Work process, whether it is a Workers' Compensation injury, a health issue, or return from disability, the Job Function Test™ is given early and often to facilitate Return to Work. The Employee can then return to all tasks where they achieved a passing score.

When a passing score is not achieved, the process can be used proactively to increase the number of tasks that can be performed. The Employee would then continue to be tested until they either reach full duty or maximum safe capability.

c. Results of the Job Function Match

Physician- The physician who signs and approves the Return the Work plan needs objective information to further refine Return to Work recommendations that go beyond restrictions.

Case Manager- The case manager needs objective functional information related specifically to the Job or Job tasks to make work recommendations clear.

Supervisor- The supervisor needs to know which tasks can be performed safely and when the ability to perform full duty has been reached. This knowledge allows the supervisor to efficiently assign Employees to tasks.

Employee- The Employee who is tested needs to know what can be done safely and what temporary limitations exist to confidently return them to tasks they are able to perform.

d. Staffing for the Job Function Match

Job Function Descriptions:

- Physical Therapists
- Occupational Therapists
- Athletic Trainers
- Physical Therapist Assistants
- Occupational Therapist Assistants
- Occupational Health Nurses
- Safety Professionals
- Ergonomists
- Other professionals with background in function

Job Function Test™: Return to Work

- Physical Therapists
- Occupational Therapists
- Physical Therapist Assistants
- Certified Occupational Therapy Assistants

Job Function Test™: Post Offer Tests

- Physical Therapists
- Occupational Therapists
- Athletic Trainers
- Physical Therapist Assistants
- Certified Occupational Therapy Assistants

Job Function Match:

- Physical Therapists
- Occupational Therapists
- Athletic Trainers
- Physical Therapist Assistants
- Occupational Therapist Assistants
- Occupational Health Nurses
- Human Resource Professionals
- Safety Professionals
- Case Managers

Functional Capacity Assessment:

- Physical Therapists
- Occupational Therapists
- Athletic Trainers

In all of these service provisions, the professional performing the service must:

- Follow the professional guidelines for their professional roles
- Be licensed by the state or federal government (if licensure is necessary) and follow licensure laws and regulations including delegation of work
- Follow the professional guidelines for provision of testing services
- Follow state practice act rules and regulations if delegating components of a service to a provider who cannot independently perform the service under their own practice act.

Job Function Matching® Benefits

a. Benefits of Job Function Description

Job Function Description

- To show applicants during hiring interviews
- To inform Doctors of work requirements
- To build treatment goals
- To assure accurate, legal job descriptions
- To facilitate targeted ergonomic investigations
- For performance reviews
- To identify training opportunities
- To design job specific conditioning or strengthening programs

b. Benefits of Job Function Testing (Post Offer)

Job Function Testing™ Post Offer

- To reduce frequency and severity of injury in new hires
- To reduce new hire turnovers
- To assure employees and employers that work ability is present
- To ensure legal methods of placing workers after an offer of hire
- To assist with placement from job pools
- To let the employer know which job tasks are most often failed, leading to investigation and mitigation

c. Benefits of Job Function Testing (Return to Work)

Job Function Test™ Return to Work

- Decreased lost days and modified duty days
- Better objective indicators for safety of the employee
- Identification of treatment goals for items not passed
- Identification of specific job modifications with job matching
- Clear communication between all parties which diffuses problems
- Allows for objectivity that prevents adversarial or legal issues
- Gives the supervisor knowledge ideas for job modification
- Gives employee confidence
- Prevents over emphasis on problems by any party
- Can be used for work or nonwork related problems

d. Benefits of Functional Capacity Assessment

Functional Capacity Assessment

- Gives case managers objective work information
- Identifies level of effort
- Identifies consistency of performance
- Evidence based test design
- Gives the patient objective information on their own abilities and limitations
- Can be used for any case type; workers' comp, disability management, auto accidents, etc
- Has legally-based objective measurement parameters
- Referral questions are answered

Provider Responsibilities

a. Policies

Policies- Providers must have written policies regarding safety, confidentiality, non-discrimination and professional evaluation standards. The following items should be discussed, written, approved, and used by all staff utilizing the DSI Job Function Matching® System components.

b. Safety

Safe Heart Rate- Select a method to determine maximum heart rate and the percent of maximum heart rate that will be considered safe in testing. For example: If 220 minus the person's age is considered their estimated maximum heart rate, then a percentage of that number should be chosen for testing. For healthy individuals, 90% could be considered. For individuals with health problems, a lower percentage such as 80% could be considered. Discussion with medical staff for overall guidelines can assist in determination.

In all cases, if a patient or individual has medical conditions where heart rate is related to health issues, the physician should be contacted.

Maximum Safe Heart Rate: $220 - (\text{Age})$

Safe Blood Pressure- This is the maximum systolic and diastolic blood pressure before physician clearance would be required. This also should be discussed with medical advisors. Examples of what some clinics choose (as not to exceed) guidelines are 140/90 or 160/100.

Rest Periods- The determination of rest periods between activities. Common considerations include heart rate, fatigue and other physiological indicators. An example is for those whose heart rate has risen during activity. The requirement for heart rate to be under 100 or 10 beats over resting heart rate could be chosen.

Contraindications- These are medical or physical conditions that would contraindicate testing. Special precautions need to be understood or taken according to patient or client diagnoses. Examples include recent fractures, acute illnesses, confusion.

Presented by Virginia "Ginnie" Halling

Phone: 270-245-1000

Email: info@dsiworksolutions.com

Visit our Website: www.dsiworksolutions.net

Videos / Website / Courses / Manual – Produced by Craig Marshall Design

Email: craigmarshalldesign@gmail.com