

3. Ask applicants for their consent and inform them of test results; provide rejected applicants an opportunity to appeal.
4. Use retesting to validate positive samples from the initial screening test.
5. Ensure that proper procedures are followed to maintain the applicant's right to privacy.
6. Review the program and validate the results against relevant criteria (accidents, absenteeism, turnover, and job performance); conduct a cost-benefit analysis of the program, as a very small number of detections may cause the program to have low utility.

Medical Exams

Medical exams are often used to identify potential health risks in job candidates. Care must be taken to ensure that medical exams are used only when there is a compelling reason to do so. This is to ensure that individuals with disabilities unrelated to job performance are not screened out. Because of these sorts of potential abuses, the use of medical exams is strictly regulated by the ADA (discussed later in this chapter).

Although many organizations use medical exams, they are not particularly valid, because the procedures performed vary from doctor to doctor.¹⁴² Also, medical exams are not always job related.¹⁴³ Finally, the emphasis is usually on short-term rather than long-term health. One way to make medical exams more reliable, and therefore more valid, is to ensure that the exam is based on job-related medical standards (i.e., the exam focuses on the specific diseases and health conditions that prohibit adequate functioning on specific jobs or clusters of tasks). Such an approach should improve not only content validity (because it is job related) but also reliability because it standardizes the diagnosis across physicians.

LEGAL ISSUES

This section discusses three major legal issues. The first of these is the UGESP, a document that addresses the need to determine whether a selection procedure is causing adverse impact, and if so, the validation requirements for the procedure. The second issue is selection in conformance with the ADA as pertains to reasonable accommodation to job applicants and the use of medical tests. The final issue is that of drug testing for job applicants.

Uniform Guidelines on Employee Selection Procedures

The UGESP are a comprehensive set of federal regulations specifying requirements for the selection systems of organizations covered under the Civil Rights Acts and under E.O. 11246. There are four major sections to the UGESP, namely,

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